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# NORTH END WATERFRONT COMMUNITY DEVELOPMENT CORPORATION

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June 12, 1989

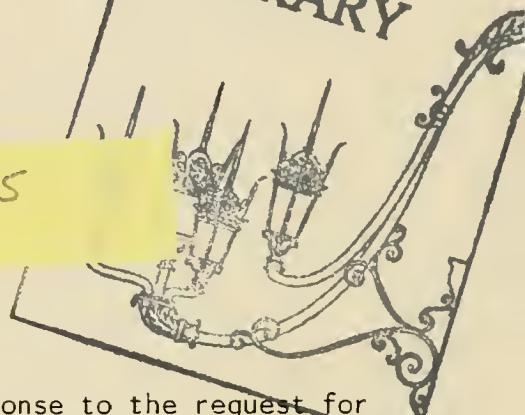
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Mr. Stephen Coyle, Director  
Boston Redevelopment Authority  
Boston City Hall  
One City Hall Plaza  
Boston, MA

ATT: Victor Karen

Dear Director Coyle:

BIND AS IS



The enclosed materials are hereby submitted in response to the request for qualifications for nonprofit participation in the future development of Sargent's Wharf. The NEWCDC hopes to promote and preserve affordable housing opportunities within the North End/Waterfront community.

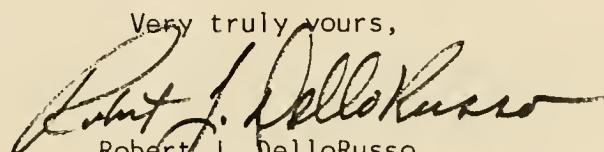
The NEWCDC has uniquely molded a variety of local organizations and groups with a broad cross section of community residents. These diverse groups have joined together with a singular purpose - preservation of an attractive, vibrant neighborhood of the City of Boston which is enjoyed by residents and visitors alike.

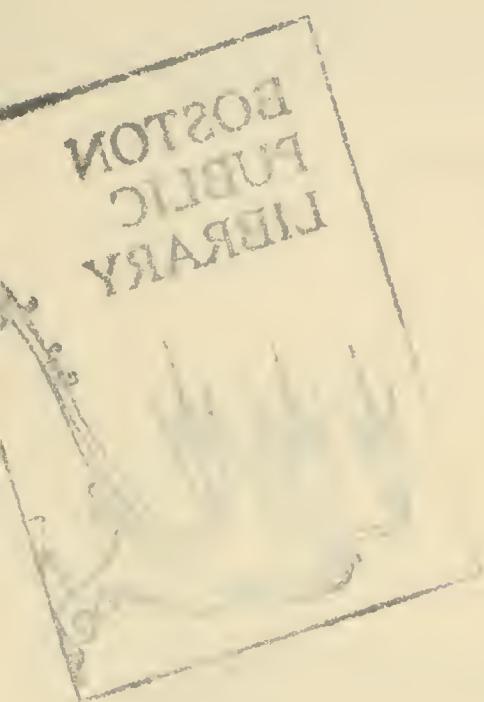
The Sargent's Wharf site presents the most significant opportunity for the NEWCDC to achieve the reality of its ambitious goals for affordable housing for residents of our community, people who have been the victims of a housing market which has skyrocketed in cost and forced displacement from neighborhoods like the North End after generations of family residency.

The development of Sargent's Wharf with its significant contribution to the creation of affordable housing units is critical to the process of inclusion of the neighborhoods of the city into the development of the harbor and the future of the City. The harbor is one of the greatest assets of the City which should be shared and enjoyed by all of its residents. The abutting communities should benefit from the development around the harbor and become part of its fabric.

The enclosed materials will more fully explain the goals and objectives of the NEWCDC as well as the proposed role which it desires to undertake in this project. We anxiously look forward to participating in this project.

Very truly yours,

  
Robert J. DelloRusso  
President



STATEMENT OF QUALIFICATIONS

Re: Development of Sargent's Wharf

submitted to

the Boston Redevelopment Authority

from

The North End / Waterfront Community Development Corporation

June 12, 1989



NE/W CDC Statement of Qualifications

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## I. DEVELOPMENT OBJECTIVES FOR & PROPOSED ROLE IN AFFORDABLE HOUSING DEVELOPMENT ON SARGENT'S WHARF

The following sections describe the North End/Waterfront Community Development Corporation's objectives for the affordable housing to be constructed on Sargent's Wharf, and its preferred development/ownership and management structure for this affordable housing.

### A. Objectives for Affordable Housing Development

There is to be a minimum of 100 units of affordable housing constructed on the site, to be priced at affordable levels for low, moderate, and upper moderate-income households as defined in the Sargent's Wharf Request for Proposals.

A limited equity housing cooperative is the preferred affordable housing type for the site. This housing type will best accomplish the short-term and long-term objectives of the NE/W CDC to provide housing which allows the build-up of equity over time and ensures a supply of affordable housing over time and also can provide housing opportunities for households who can not afford to own their own home, even with the assistance of a below-market loan.

The North End/Waterfront CDC is particularly concerned that affordable housing to be developed on the waterfront contain the following features:

#### 1) Priority in Initial & Ongoing Occupancy for North End Residents

Increasingly, North End residents and young people who have grown up in the North End are being displaced from their neighborhood due to the increasing scarcity of housing and the rising costs of both rental and ownership housing.

Because of this, the North End/Waterfront CDC wishes to ensure that priority in occupancy of affordable units developed on the waterfront will be given to North End residents, and that priority will be given to North End residents, children of North End residents, and households displaced from the North End on an ongoing basis as these affordable units become vacant. It is understood that affirmative marketing requirements will be carried out and upheld.

Accordingly, we would like to be involved in the creation and approval of an initial and ongoing resident selection plan for affordable housing units to be developed on the waterfront, and a role in the review and approval of the marketing and advertising plan and implementation of the plan. We wish to monitor the resident selection process for conformance with the agreed-upon



resident selection and affirmative marketing plans, to monitor the development and maintenance of a waiting list for vacancies in the affordable unit categories, and to work with the management agent and the resident cooperative on an ongoing basis in the selection of future residents according to the selection procedure and in the monitoring of the waiting list.

## 2) Unit Mix Determination & Unit Price Schedule

We wish to encourage a mix of residents of a variety of age groups, family sizes, and income levels in housing to be developed on the waterfront. This is important in order to preserve and maintain the community and neighborhood character of the North End, and to foster an extension of the waterfront residential area with that of the North End.

Accordingly, we propose the following mix of units for the affordable housing:

<u>No. of Bedrooms</u>	<u>% of Affordable Units Constructed</u>
1 Br	Not more than 25 %
3 or more Brs with the remainder as 2 Br units.	Not less than 35 %

<u>Household Income Mix</u>	<u>% of Affordable Units Designated</u>
HH with incomes at/below 50 % of median income	33 %
HH with incomes between 50-80% of median	33 %
HH with incomes between 80-110% of median	33 %

Monthly housing payments for these households should be no greater than 30 per cent of gross monthly income.

The North End/Waterfront CDC wishes a role in the development, review and approval of the unit mix and unit pricing schedule, as well as in the determination of sharehold payments.



### 3) Unit Size & Location

The location of affordably-priced units throughout the building(s) should be dispersed, rather than congregated in one area to promote interaction among the building's residents without regard to level of income or price of units. Quality of construction, unit location and size should not vary according to projected income level of occupants. Accordingly, we wish to be involved in the review and approval of the unit location plan which identifies which units will be designated for low, moderate, or market level occupancy.

### 4) Mechanism for long-term affordability of units

The North End CDC wishes to promote opportunities for affordable housing residents to build up equity over time, yet keep unit prices at levels which will enable future lower and moderate income households to obtain these units over time. Accordingly, we would like a role in the review and approval of a limited equity formula and resale restriction mechanisms which will accomplish both objectives. The affordable housing development plan should contain provisions for continuance of affordability beyond the termination periods for financing and funding programs and any refinancing or sale of the development.

### 5) Overall Building & Unit Design

The North End/Waterfront CDC wishes involvement in the review and approval of building and unit design of affordable housing on the waterfront to ensure the following:

- a) Building design compatibility with the surrounding neighborhood and continuity with the rest of the North End community;
- b) Building design which fosters interior and exterior interaction among residents and building users;
- c) Unit design which does not vary considerably in unit size, design, location, and quality among designated lower, moderate, and market-priced units;
- d) Site plan which allows neighborhood access to the water and views to the water.

### 6) Initial & Ongoing Housing Management

We wish to encourage the use of a management company who offers successful experience in working with limited equity housing cooperatives, is responsive and open to the needs of residents, treats residents with respect and fairness regardless of income level, has a track record of successful housing management and quality maintenance and is willing to work with a residents' association or cooperative board to increase resident knowledge

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and skills in management affairs and decisions. Accordingly, the North End/Waterfront CDC wishes involvement in the interviewing and selection of a management agent for the affordable housing development.

In order to give the eventual resident cooperative a voice in determining the management of their building, it is proposed that a management agent be selected for the first two years of the building's occupancy, and that the resident cooperative's board of directors be given the authority to either rehire the initial management company at that time, or select a different management agent of their choice.

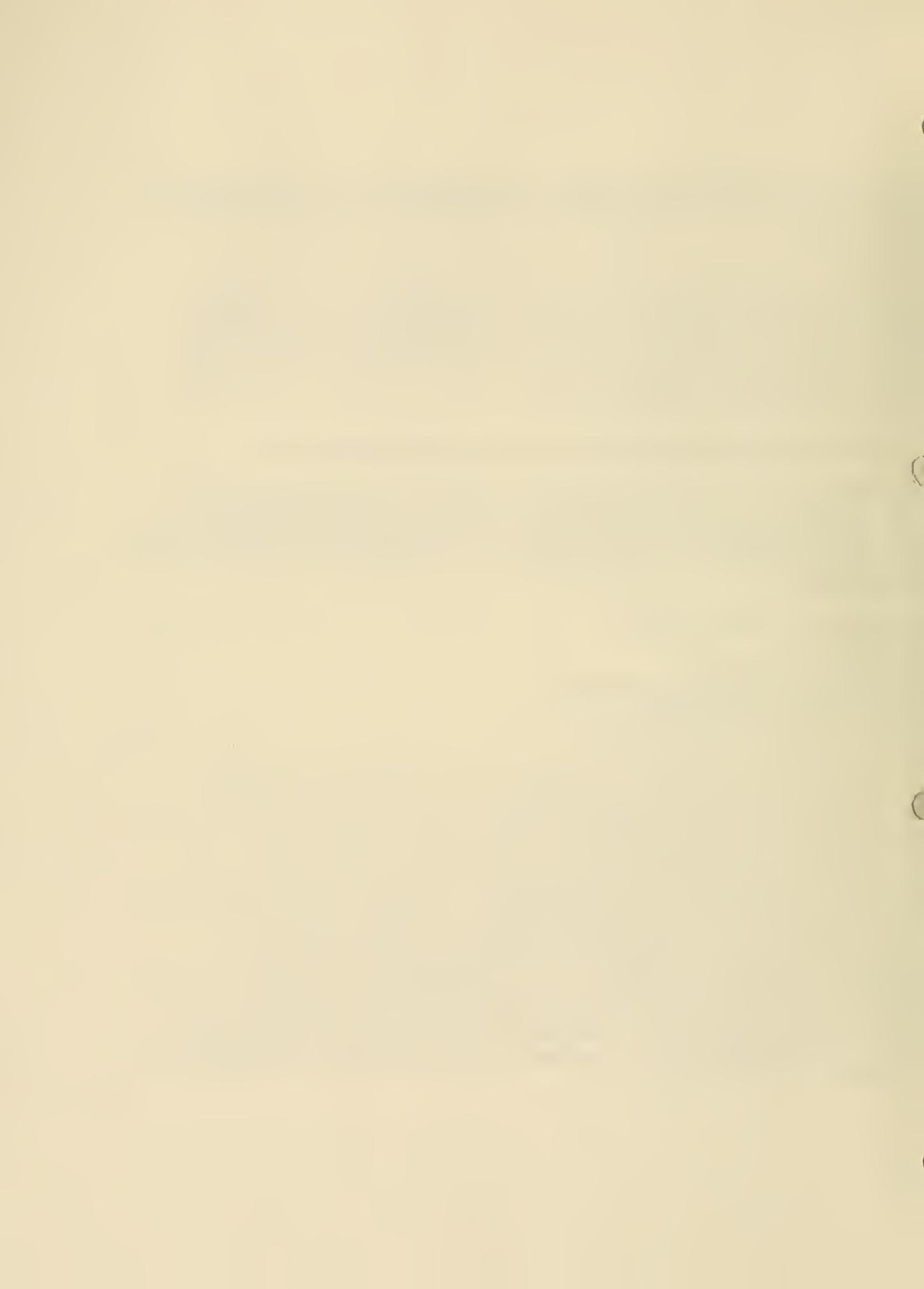
7) Legal & Organizing Documents for Housing Cooperative

To ensure that the cooperative is organized and set up with the best interests of the residents in mind and follows proven and established cooperative procedures, the North End/Waterfront CDC desires involvement in the review and approval of the cooperative organizing documents, including, but not limited to, the following:

- articles of organization
- by-laws
- occupancy agreement
- cooperative rules & regulations
- subscription agreement
- ground lease (if applicable)

8) Training for Residents & Cooperative's Board of Directors

The North End/Waterfront CDC wishes to ensure that households who are selected to become resident members of the housing cooperative clearly understand their roles and responsibilities as residents and members, the organizational, legal, and financial structure of the cooperative, the day-to-day operations of the cooperative and the responsible parties. Training should also be provided to the initial Board of Directors of the cooperative in their roles and responsibilities. Funds for this training should be included in the development pro forma for the cooperative. We wish to review the development pro forma to ensure adequate provision is being made for this training, and want to be involved in the review and approval of a training plan and in the selection of a competent and experienced organization to conduct the training.



9) Transfer of Ownership to the Resident Cooperative

The North End /Waterfront CDC wants to ensure that a clear and agreed-upon procedure and timetable is in place for transfer of ownership of the building from the development entity to the resident cooperative. This transfer should take place within 2 years of the date of 85 per cent building occupancy, or at a time to be mutually agreed upon by the NE/W CDC, the private developer, and the resident board of the cooperative. Such a time should occur when the resident board (and other cooperative members have been properly trained as to their roles and responsibilities as cooperative members, and the building's financial situation has stabilized. We would like to be involved in the review and approval of the ownership transfer process from the development entity to the cooperative.

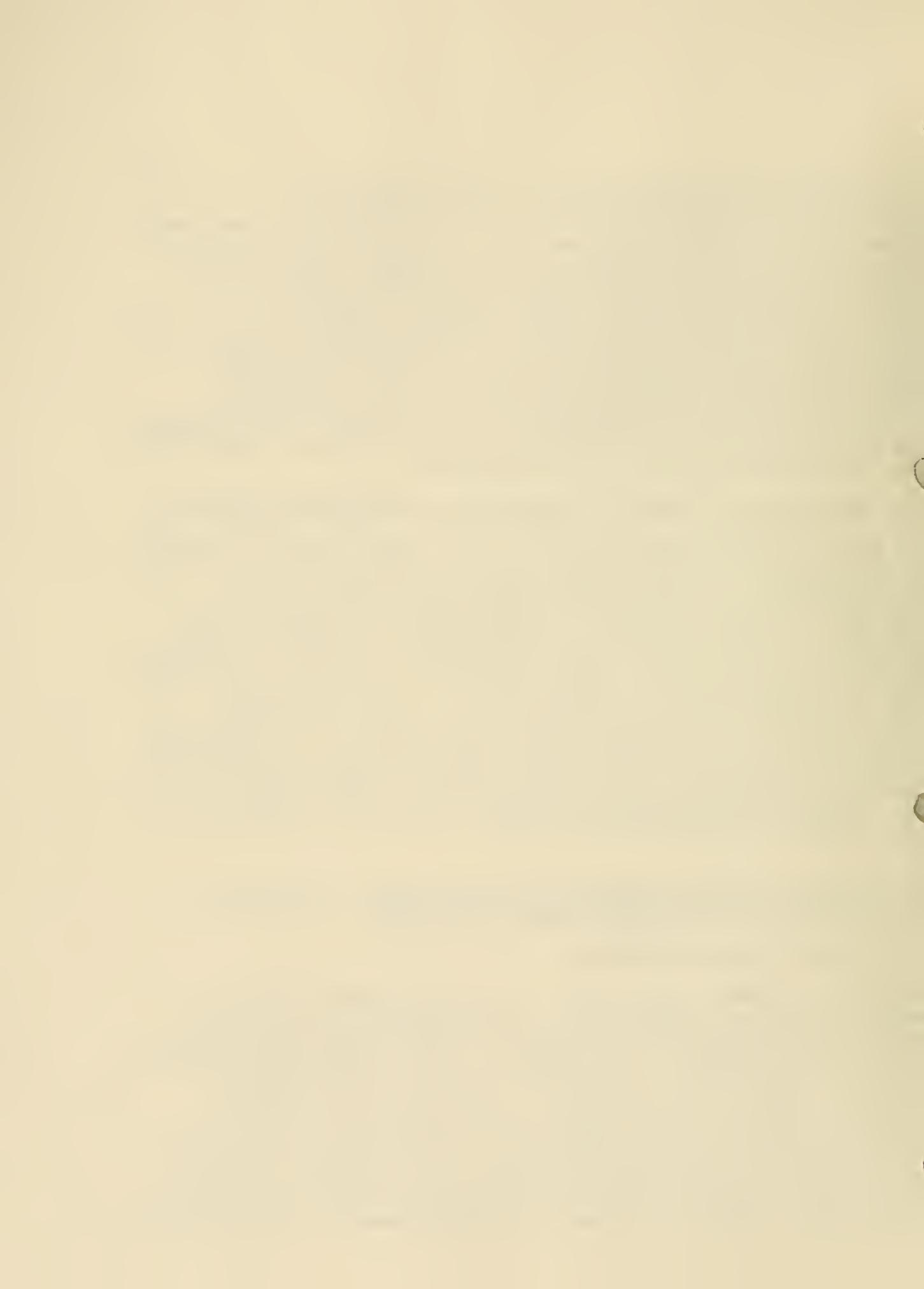
10) Provisions for Resale & Refinancing of Resident Cooperative

To ensure long-term affordability of the housing units, continuation of resident control and ownership at the termination of subsidy programs, financing terms, and at expiration of tax benefits, a plan should be developed which includes provisions for the resident cooperative to repurchase and refinance the property for continuation as a mixed-income resident cooperative. This plan should include such mechanisms as an option to purchase for the cooperative at the expiration of the tax benefits, a right of first refusal in the event of a third party offer, and structuring of the residuals and financing so as to enable the cooperative to use these to finance the repurchase. A method for calculating the repurchase price should be clearly spelled out initially and should reflect the property's continuing use as low and moderate income housing. The NE/W CDC desires involvement in the review and approval of this plan.

B. Proposed Role of the NE/W CDC in Development & Ownership Structure of the Affordable Housing Component

1. Initial Development Entity

We are proposing to participate in the development of the affordable housing component in a partnership with a private developer to be selected for the site. The NE/W CDC would become a co-general partner with designated roles, responsibilities, and primary areas of participation as outlined in the preceding Section A. The private developer would become the managing general partner and would have primary responsibility for procuring financing commitments, carrying out the construction and development process, and setting up the housing cooperative according to the objectives outlined in the preceding section. The roles, responsibilities of each partner should be clearly and specifically outlined in a partnership agreement. This agreement



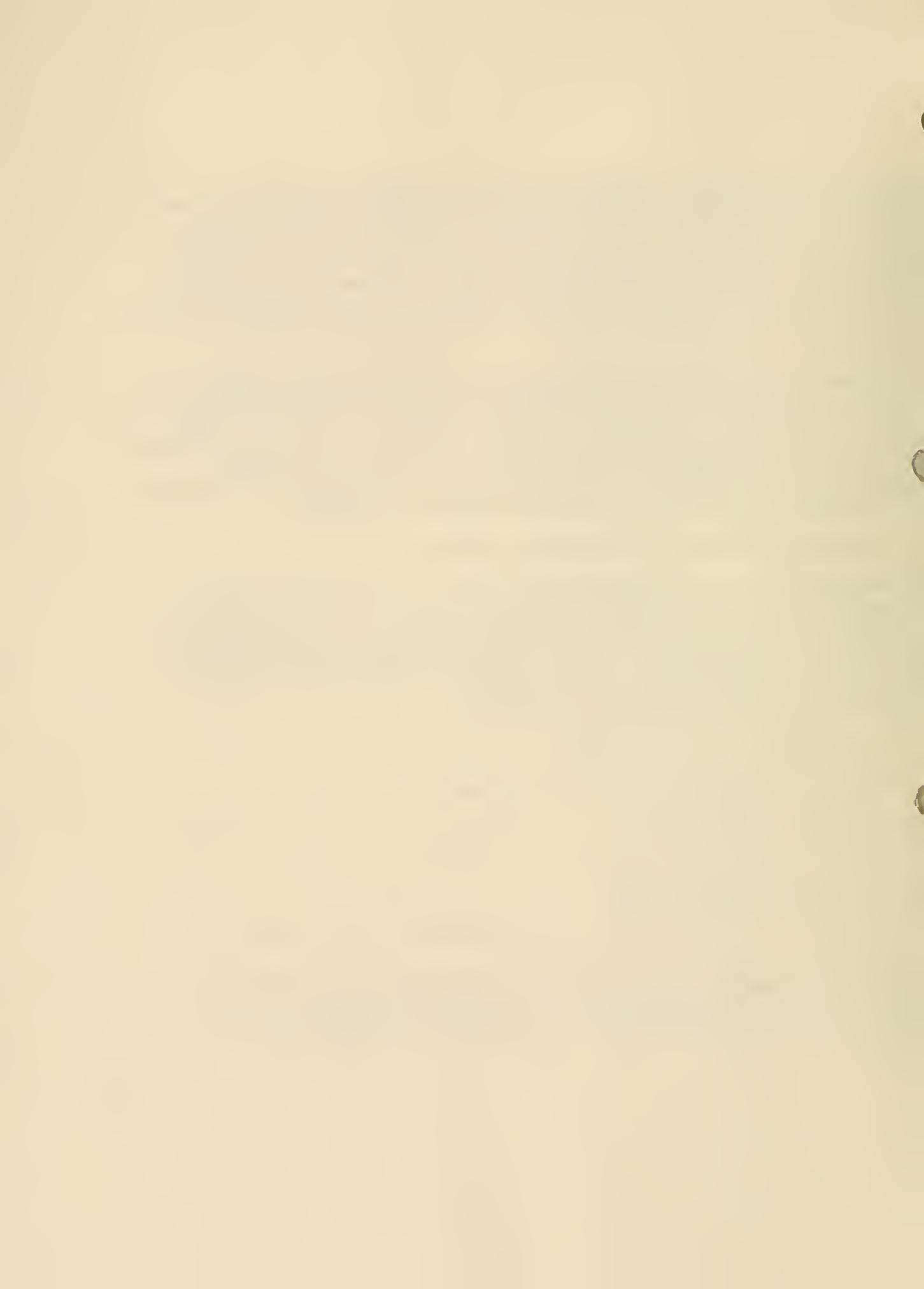
should also outline a clear process and timetable for the transfer of ownership from the managing general partner to the resident cooperative. If a limited partnership is employed as a means to raise equity for development of the housing, the same objectives, terms and conditions should apply for the limited partnership agreement as described above, and specific provisions should be made for resale of the property to the cooperative at the expiration of the tax benefits, as proposed in Section A.10.

We propose that the partnership to be formed between a private developer and itself be structured as a partnership between the private developer as managing general partner and the NE/W CDC as co-general partner. The per cent participation of each partner, and the sharing of financial proceeds from the partnership should be negotiated between the two parties. Financial proceeds received by the NE/W CDC would be applied toward future community development efforts and an ongoing staffing capacity.

## 2. Ongoing Ownership of Affordable Housing

As described in the preceding Section A.9, we propose that the managing general partnership responsibility be transferred to the resident cooperative within two years following the achievement of 85 per cent occupancy or at a mutually agreed-upon time as described in Section A.10. The North End/Waterfront CDC desires a continued ownership role in the housing cooperative to ensure achievement of the following objectives:

- a) An equitable ongoing resident selection process;
- b) Proper and adequate property management;
- c) Equitable administration of cooperative rules and regulations;
- d) Proper training and education of cooperative residents re: roles and responsibilities;
- e) Approval of future sale or refinancing of the cooperative;
- f) Approval of major and significant decisions, such as major building alterations or policy decisions relating to the founding objectives of the cooperative as outlined in Section A above and/or the Mission Statement of the NE/W CDC(See Section III.A.2).



The NE/W CDC proposes the following alternatives for its ownership involvement of the cooperative property. These alternatives are listed in order of preference:

- a) NE/W CDC retains ownership of land; cooperative enters into a long-term ground lease with the NE/W CDC; and/or
- b) NE/W CDC maintains continuing partial ownership of property following transfer of managing general partner responsibility from private developer to the resident cooperative.

## II. DEVELOPMENT OBJECTIVES FOR & PROPOSED ROLE IN THE OVERALL DEVELOPMENT OF SARGENTS WHARF

### A. Objectives for Overall Development of Sargent's Wharf

The North End/Waterfront Community Development Corporation wants to ensure that the overall development of the site proceed with the best interests of the community in mind, and that benefits which occur as a result of the site's development - including financial benefits - be shared by the community.

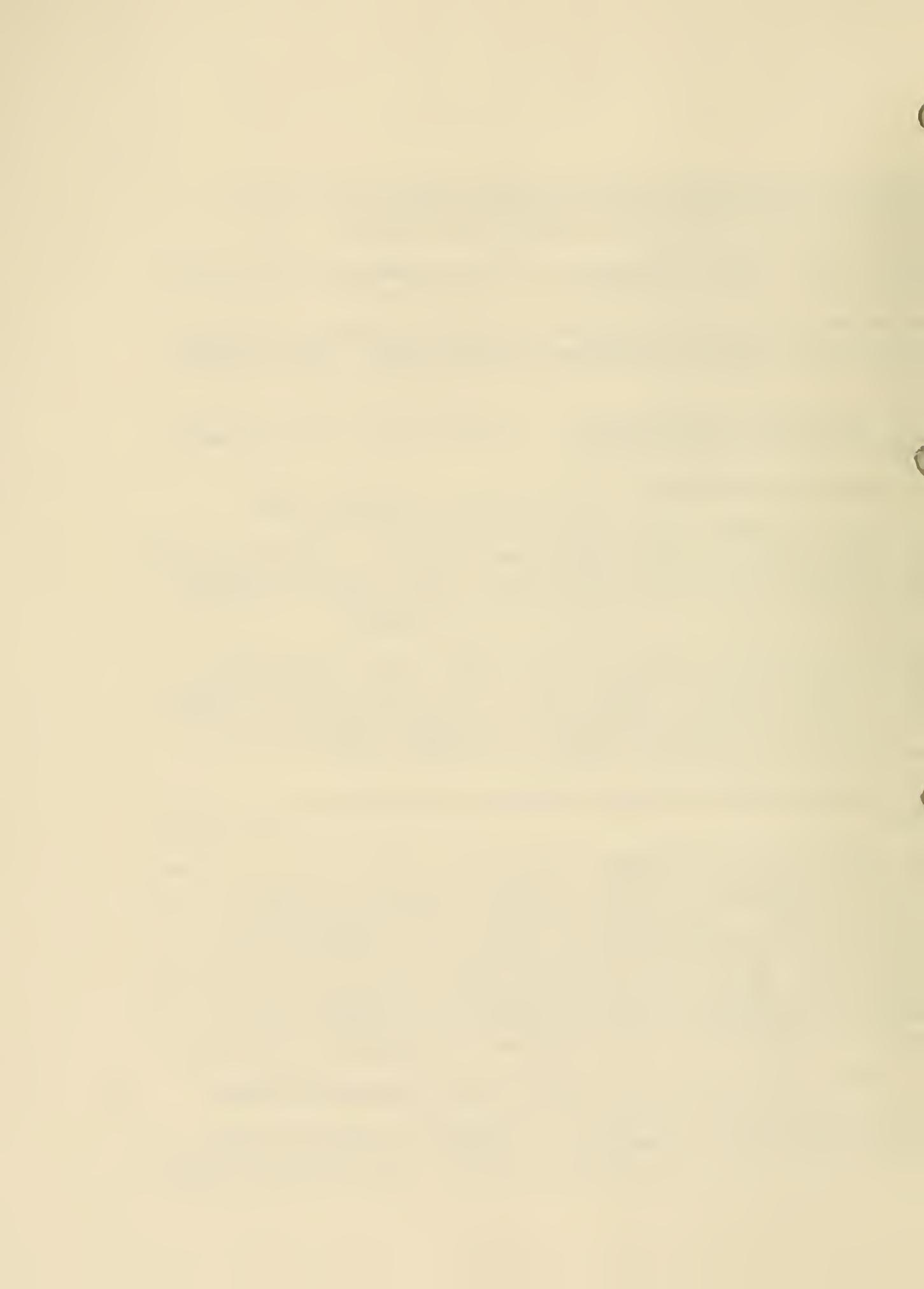
To accomplish this, the NE/W CDC wishes to be involved as a general partner in the partnership entity which develops the entire site. While we expect to be more specifically involved in the affordable housing component, we would also like to make sure that the following overall development objectives are carried out in a way that benefits the community:

#### 1) Selection of One Private Developer for Development of Entire Site

We believe it is in the best interests of the overall development that one private developer be selected to develop the entire site. To "platform" off the affordable housing component - or any other component - would result in additional complications, problems of coordination and assignment of responsibilities and costs which would not be in the best interests of the project. We believe that an overall development plan carried out by one development entity - with the involvement and input of the NE/WCDC as outlined in this proposal - will result in the highest quality and most efficiently-produced development of the site.

#### 2) Mixture of Market-Priced Housing with Affordable Housing

Rather than setting apart the 100 affordable units from the market-priced units in separate buildings, we advocate a blend of market-priced units and affordable units in each building to be



constructed. This would avoid a potential "image problem". The Mass. Housing Finance Agency's experience of almost 20 years of building successful mixed-income housing is a testimony that people with varied income levels can live together harmoniously and that higher-priced market units can be successfully marketed in these developments. The North End/Waterfront community itself has experienced success in mixed-income buildings such as the Mercantile Building.

A recent study funded by EOCD's Challenge Grant program found that the presence of lower-income homeowners in mixed-income homeownership developments did not have a large effect on the marketability or price levels of the market units. We believe that a blend of the market units with the moderate and lower-priced units within each building to be constructed on the site may be in the long-term best interest of the development and the community.

### 3) Leasing & Management of On-site Non-Residential Space

The North End/Waterfront Community Development Corporation would like to be involved in the choice of tenants to lease the non-residential space on the site. In particular, we would like the following considerations made in selection of commercial tenants for this space:

- a) Marketing and selection priority for stores who can provide products and services for people who live in and around the development.
- b) Marketing and selection priority for stores whose products and price levels can serve customers with a variety of income levels.
- c) Marketing and selection priority for North End-based businesses.
- d) Selection of a variety of business tenants to avoid duplication of services and products both on the site and in the immediate neighborhood.
- e) A commercial rent structure which allows space to be rented at affordable rates to small businesses who can serve customers with a variety of income levels.

Examples of types of businesses desired include:

- a pharmacy
- food shopping
- hairdresser & barber shop(s)
- convenience store

Marketing, advertising, and leasing of the non-residential space



should be carried out by the managing general partner with the advice and input of the NE/W CDC as co-general partner, according to the objectives listed above. The non-residential space should be managed by a professional management company. When the resident board of the housing cooperative is ready to assume control of the building containing the cooperative, management and overseeing responsibilities of the commercial space in the building containing the cooperative should be transferred to the cooperative as well.

We propose that the net cash flow from rental of the commercial space in the building containing the cooperative be treated as follows:

Net cash flow from the commercial space rentals should go to the North End/Waterfront CDC until the resident cooperative assumes the managing general partnership of the building. At that point, net cash flow should go to the cooperative to be placed in a building reserve fund for major repairs or into a sharehold loan fund for low income sharehold purchasers.

#### 4) Design and Construction Quality of Buildings

All buildings constructed on the site should be comparable in external design and construction quality.

#### 5) On-site Parking

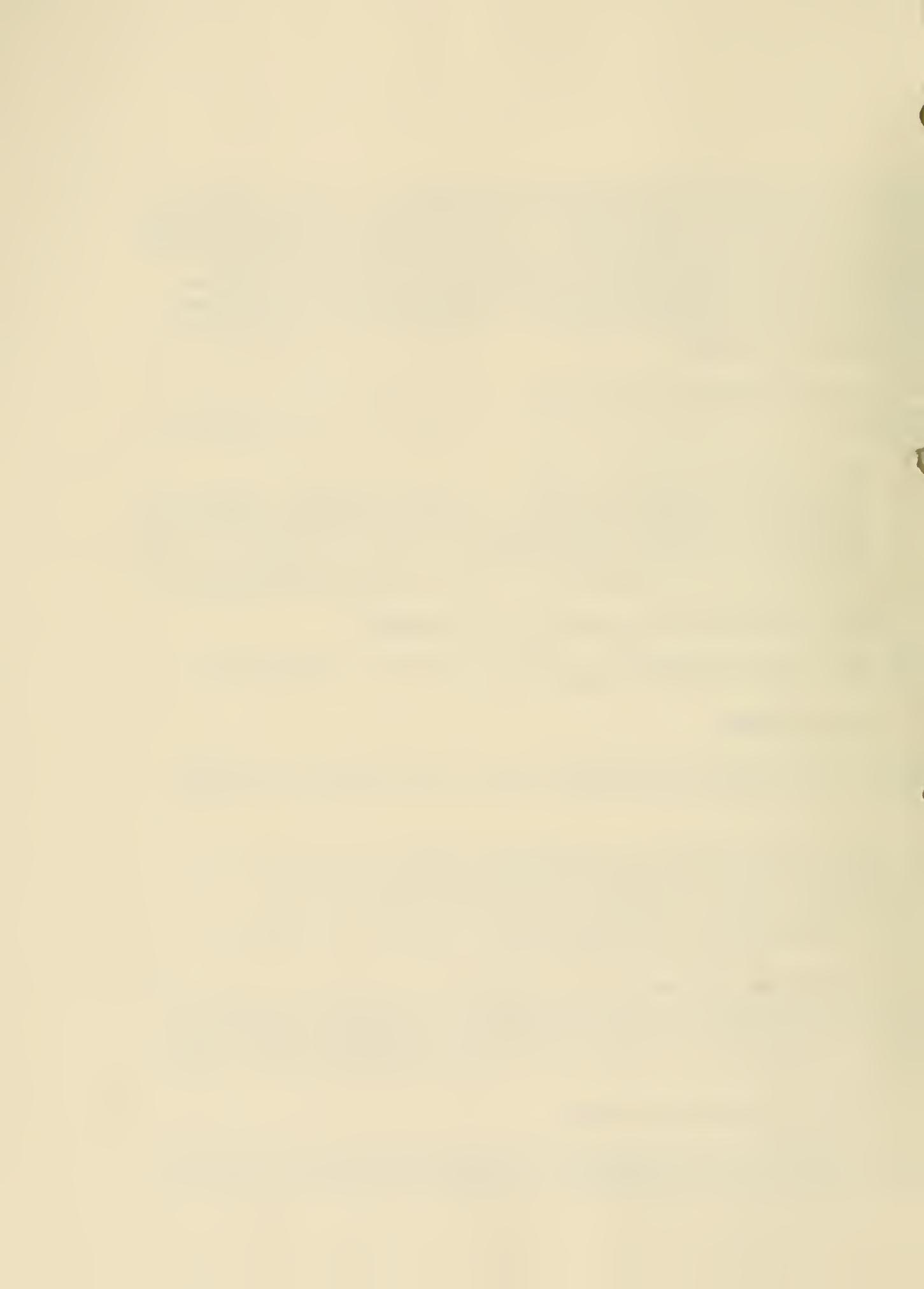
a) The same ratio of designated parking spaces per unit should apply to the affordable housing units as for the market-priced units.

b) Prices for affordable unit parking spaces should be set at affordable prices for low and moderate income residents. Arrangements that could provide parking at no cost for low/moderate income residents should be explored, such as free night parking, which would allow these spaces to be open for daily public parking at going rates.

c) The NE/W CDC proposes that a percentage of annual income from the parking facility be made available to the CDC to assist its ongoing operations as well as to provide a resource for future community development efforts in the North End/Waterfront target area.

#### 6) Traffic & Access to the Site

Vehicle access to the site should occur through Eastern Avenue. Pedestrian access for residents, neighborhood residents, and the public should occur throughout the site.



## 7) Open Space and Overall Design

We wish to ensure that the design and site plan guidelines outlined in the developer's kit - particularly for open space and overall building design - are followed in the development of the site.

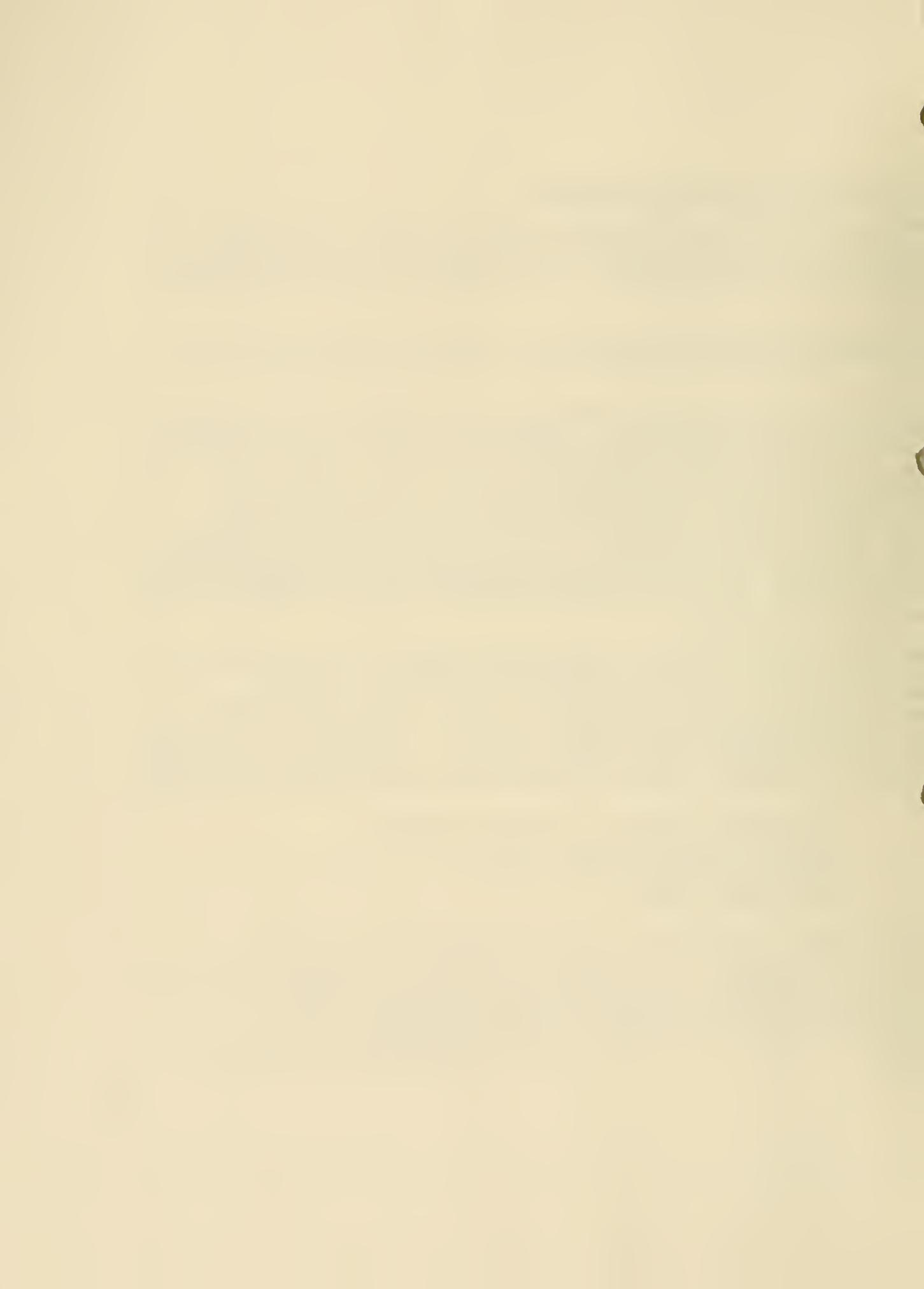
## B. Proposed Role of the NE/W CDC in Overall Development of the Site

We propose that the North End/Waterfront Community Development Corporation participate as a co-general partner and the selected private developer participate as the managing general partner in the partnership which develops the entire site. Roles and responsibilities of the NE/W CDC would be to ensure that the development issues listed above are carried out in the best interests of the community. We wish to function as an advisory body to the private developer in the overall development of the site, and wish to send 1-2 representatives from the NE/W CDC to attend design review meetings at the BRA during the course of the project's development.

The North End/Waterfront Community Development Corporation would like to receive a portion of financial proceeds through participation in this development. These funds would be used for assisting its ongoing operations and also to provide capital for its future community development efforts, including the provision of more affordable housing opportunities for the community. These financial proceeds could come from sources such as the following:

- Percentage of parking facility income
- Sale/development of market-priced housing
- Commercial space rental income
- Syndication proceeds
- Development fees

We are open to negotiation as to the percentage of these financial proceeds to be received, as well as the NE/W CDC's percent participation in the partnership(s) which develop the affordable housing component and the entire site. The anticipated start-up capital needs and projected 3-year operations costs for the NE/W CDC are identified in Section III.D.



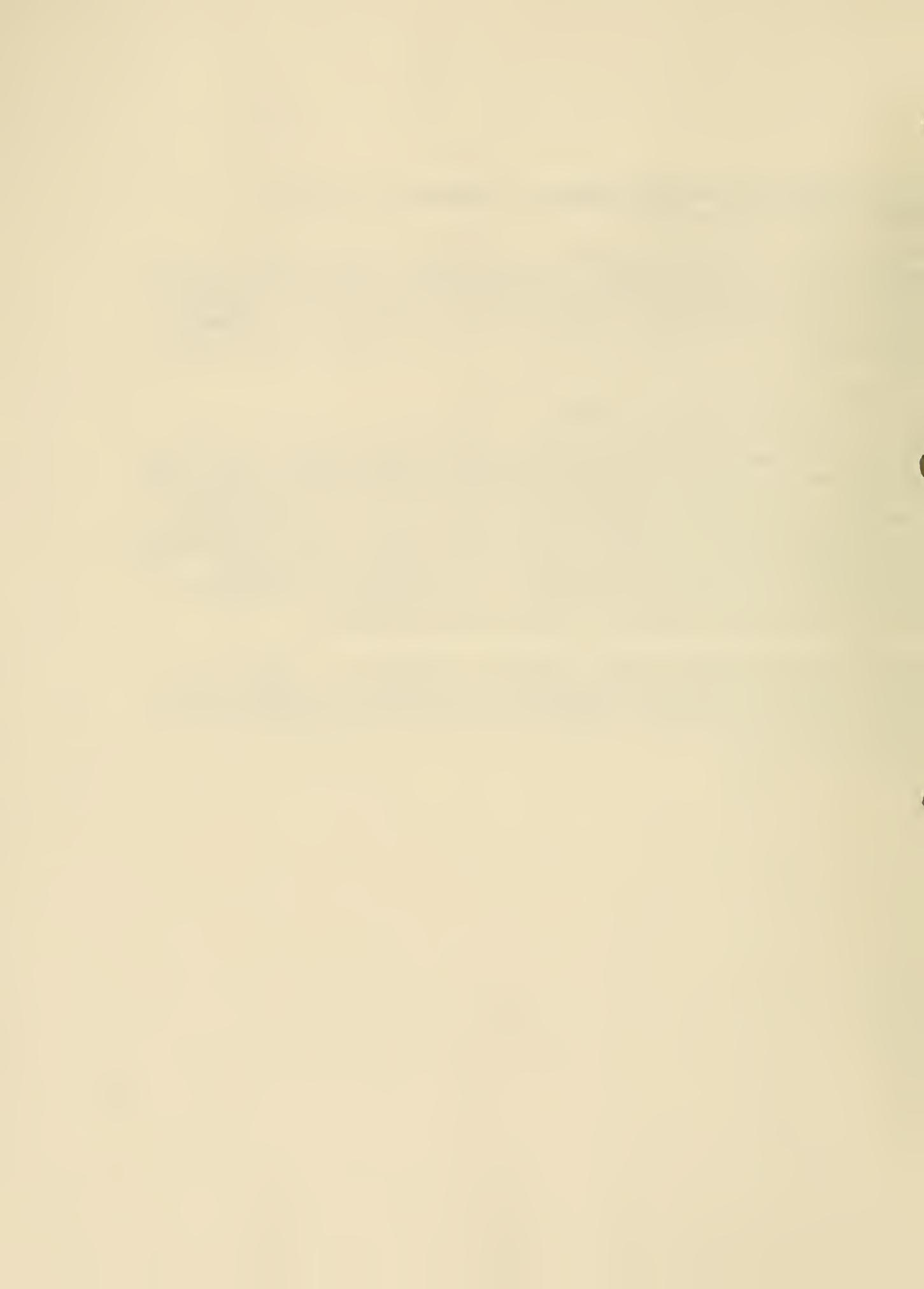
### III. DESCRIPTION OF THE NORTH END/WATERFRONT COMMUNITY DEVELOPMENT CORPORATION

The following Section describes the community goals and objectives of the NE/W CDC, its composition, structure, community involvement and support. Also included in this Section are our 10-year development plan for the North End/Waterfront community and our projected operating expenses for our first three years of operation.

#### A. Goals and Objectives of the NE/W CDC

The North End/Waterfront Community Development Corporation has developed a series of short term community development goals and objectives for the next 1-3yrs, and long term goals for the next 10 years. These goals evolved from an exam of the housing and community development needs of our target area. They include the types and affordable levels of housing needed by low and moderate households within our target area. The goals also include objectives to preserve and maintain the community character of the North End/Waterfront area, and to preserve and maintain continuity between the North End and the Waterfront.

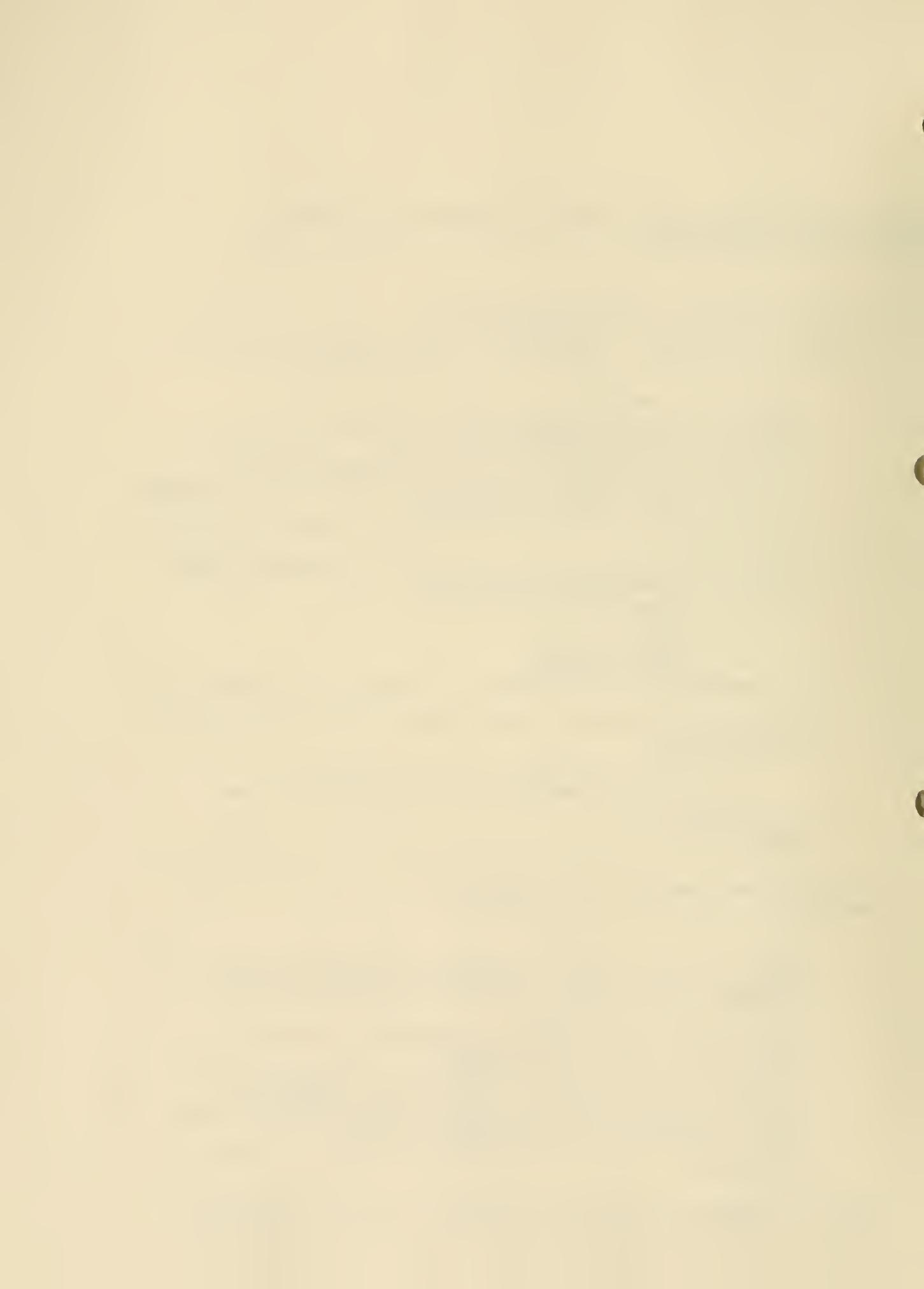
Our mission statement, which follows, outlines our goals and objectives for the North End/Waterfront Community. Based upon these goals, we have also developed a plan for accomplishing the objectives over the next 10 years that plan is outlined in Section C.



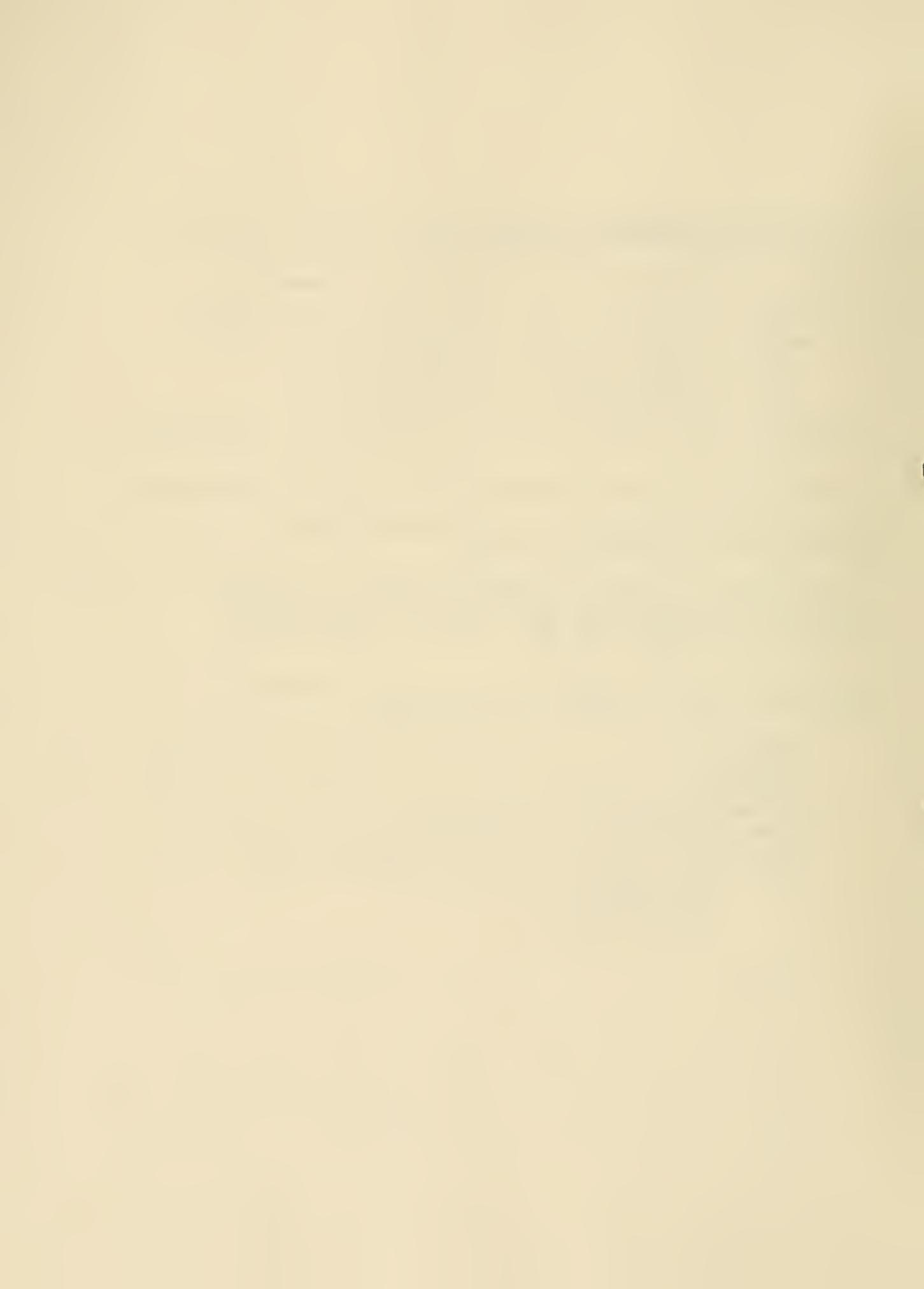
Mission Statement of the North End/Waterfront Community Development Corporation

1. Long-Term (10-Year) Goals & Objectives

- Promote and preserve affordable housing opportunities for North End residents, particularly the following:
  - Housing for families - 2 and 3 bedroom units
  - Opportunities for homeownership for families with incomes of \$30,000-\$40,000 and less
  - Long-term affordability of housing (price stays affordable for future purchasers or renters of housing as well as for initial occupants)
  - Opportunities for housing residents to build up equity over time
  - Opportunities for housing residents to improve their housing circumstances over time
  - Rental housing opportunities for:
    - elders
    - young families
    - single persons
  - households with incomes of less than \$25,000-30,000
  - Housing opportunities that allow a mix of residents, for instance:
    - a mix of residents of all age groups
    - a mix of households with different income levels
  - Types and designs of housing in keeping with the community and neighborhood character of the North End.
- Preserve the community and neighborhood character of the North End, including the following:
  - Opportunities in housing, jobs, businesses, open space, public transportation, shopping & other amenities, parking, which permit long-term residents to remain living in the community
  - Opportunities for outdoor interaction and social contact for community residents
  - Opportunities, including affordable commercial space, for local businesses to remain in the community
  - Mixed-use buildings (commercial retail use on street level; residential use on upper floors)
  - Different character of neighborhood blocks within the North End
- Work for improved quality of schools, so as to encourage families with children to remain living in the community

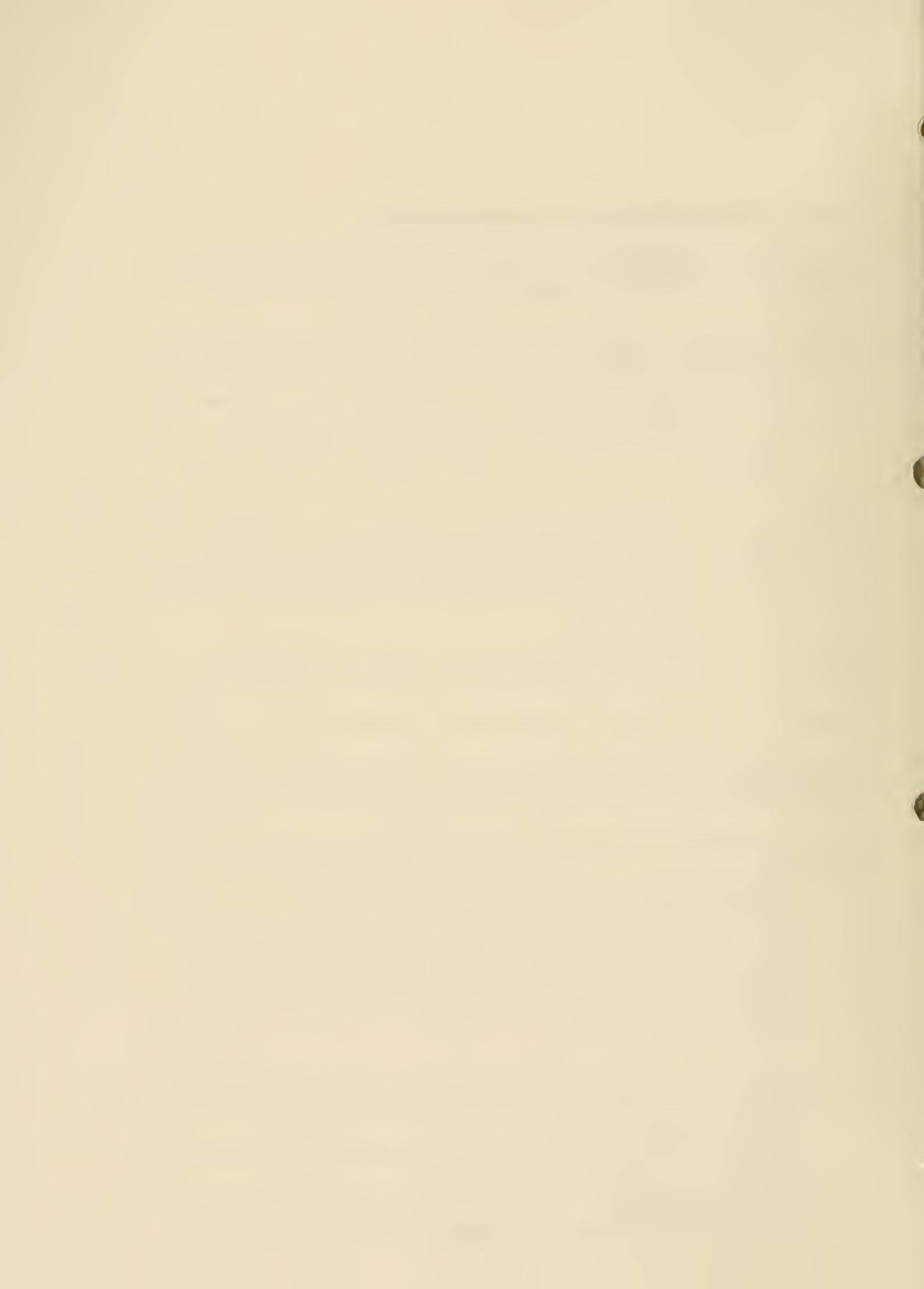


- o Improvement of shopping facilities for community residents -particularly in the waterfront area.
- o Promote and maintain more open space in the community, including:
  - active recreational space (play areas, ball fields, etc)
  - passive recreational space (parks, etc.)
  - indoor community space for activities, etc.
- o Improved parking opportunities for residents and visitors of residents
- o Improved internal public transportation within the community
- o Reclamation of land lost to the North End for the construction of the Central Artery
- o (Re-)Extension of North End community over the Central Artery, for example, its land use character of mixed residential and business uses (retail - street level; residential - upper levels)
- o Promote and preserve the continuity of the North End/Waterfront area, including the following:
  - the waterfront as a source of livelihood for North End residents
  - inclusionary affordable housing in privately developed and owned real estate developments
  - Future development of waterfront sites in keeping with the community's long and short-term goals and objectives, including such sites as:
    - Battery Wharf
    - Coast Guard base
    - Central Wharf



2. Short Term Goals & Objectives(1-3+ Years)

- o Occupancy of affordable housing units developed within the community for North End residents (100%) - both initial occupancy and ongoing occupancy of housing
- o A fair resident selection process for affordable housing units developed within the community - both initially and on an ongoing basis, including:
  - initial selection for applicants within the community who are most in need
  - future selection which allows opportunities for displaced North End residents to move back to the community
- o Location of affordable housing units within buildings which:
  - Ensures that "affordable" units cannot be visibly distinguished from market-priced units
  - Ensures that the quality of construction and location of affordable units is comparable to that of market-priced units
- o Opportunities for participation and input of residents in the management of the buildings in which they live
- o High quality of property management practices and operations
- o Overall building and unit designs for residential developments which foster a sense of ownership, pride, and community for all residents
- o Design and construction quality for developments which promote:
  - building design compatibility with the character of the neighborhood
  - building design which fosters a sense of interaction - both inside and outside - for residents and users
  - building and site design which allows neighborhood access to the water and opportunities to view and appreciate the water
  - Design & use of open space which is tied to the larger community
- o Development of a community-based organization which can:
  - produce and preserve affordable housing opportunities for community residents
  - build a credible, successful track record in developing affordable housing opportunities
  - intercede on behalf of community residents threatened with displacement - for eg., by purchasing housing units and making them available at affordable prices.



B. Composition and Structure of the North End/Waterfront Community Development Corporation

1) Summary Description of NE/W CDC's Organizational Structure

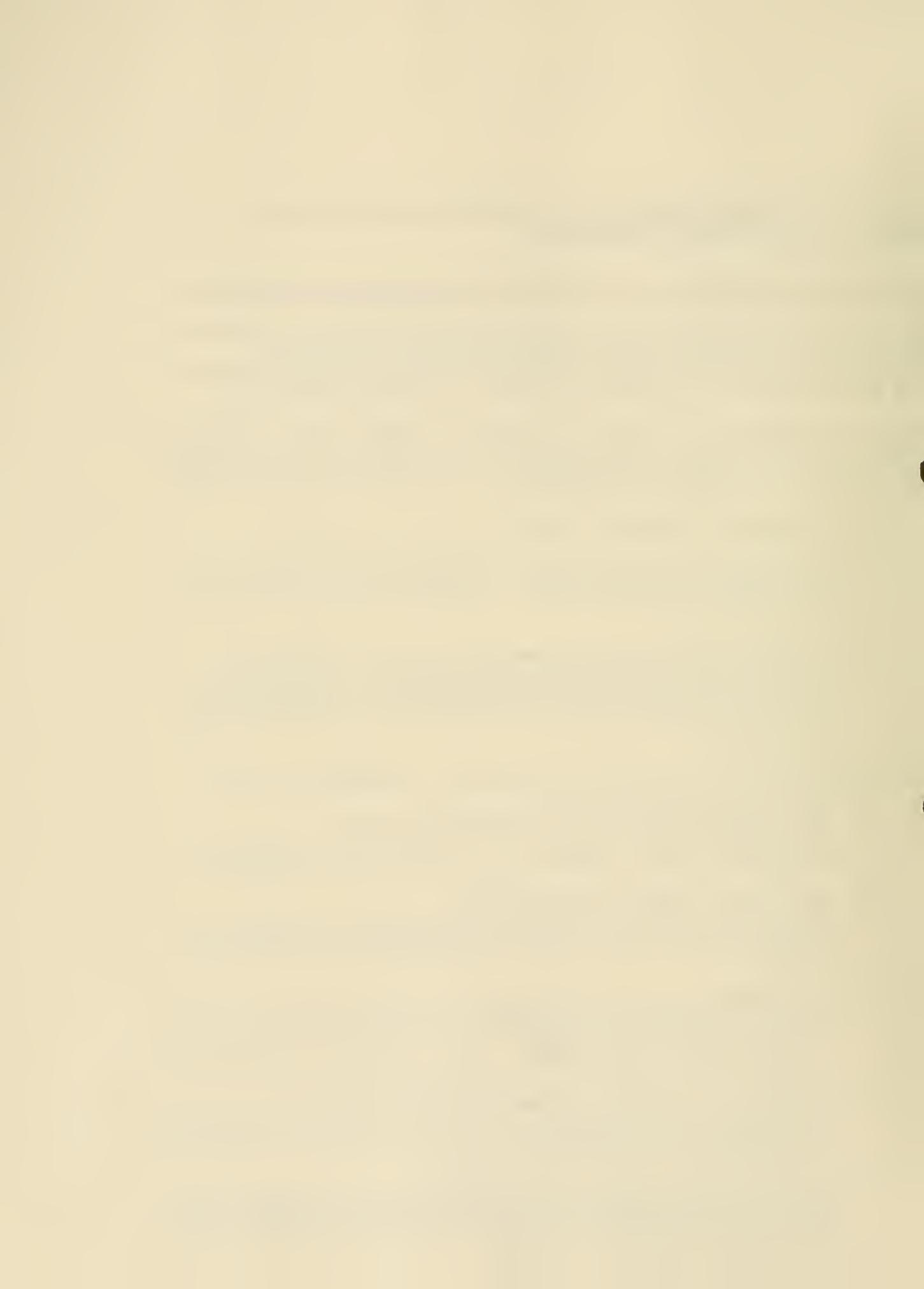
The NE/W CDC has established community support for its mission by uniting the most active and representative of community organizations for the common purpose of achieving the creation and preservation of affordable housing with the community.

The establishment of a Board of Directors which would ensure as wide a cross section of the community as possible and the active involvement of as many individuals and groups as possible was achieved in the following structure:

- A) a Board of Directors consisting of 25 members;
- B) the majority of the Board (13 members) to be elected; with terms staggered over 3 years to allow for continuity;
- C) twelve members to be appointed; ten of which are appointed by community social service, nonprofit or civic organizations; the remaining two appointments are to be made by elected officials at the state and city level.

The organizations selected for permanent representation are:

- 1) North End/Waterfront Neighborhood Council  
A 21 member body which is elected by the community to represent local interest with various city agencies.
- 2) North End Athletic Association  
An organization of long standing which has promoted youth programs and athletic competition for community youth.
- 3) Senior Citizen Associations  
Three associations of senior citizens presently exist within the community which work to address the needs of a large senior population.
- 4) Knights of Columbus, Ausonia Council #1513  
A fraternal organization involved in various charitable and community activities.
- 5) North End/West End Service Center  
Local community social service center affiliated with ABCD for the administration of a variety of city, state and federal benefit programs.



- 6) North End Union  
Community based social service agency providing variety of programs for elderly and youth of the community as well as meeting areas and activity center.
- 7) Boston Waterfront Neighborhood Association  
Civic organization with the broadest membership of residents and businesses involved in local waterfront community issues.
- 8) North End Civic League  
An organization which has for many years been involved in civic issues affecting the quality of life in the neighborhood, most recently playing a major role in zoning changes to limit heights.
- 9) Feast Societies  
A group of organizations which carry on the tradition of sponsoring summer festivals honoring patron saints of community residents who resettled in the North End /Waterfront during the last 100 years.
- 10) North End Community Health Center/North End Nursing Home  
Organizations which provide health services, home care and residential nursing care within the community.

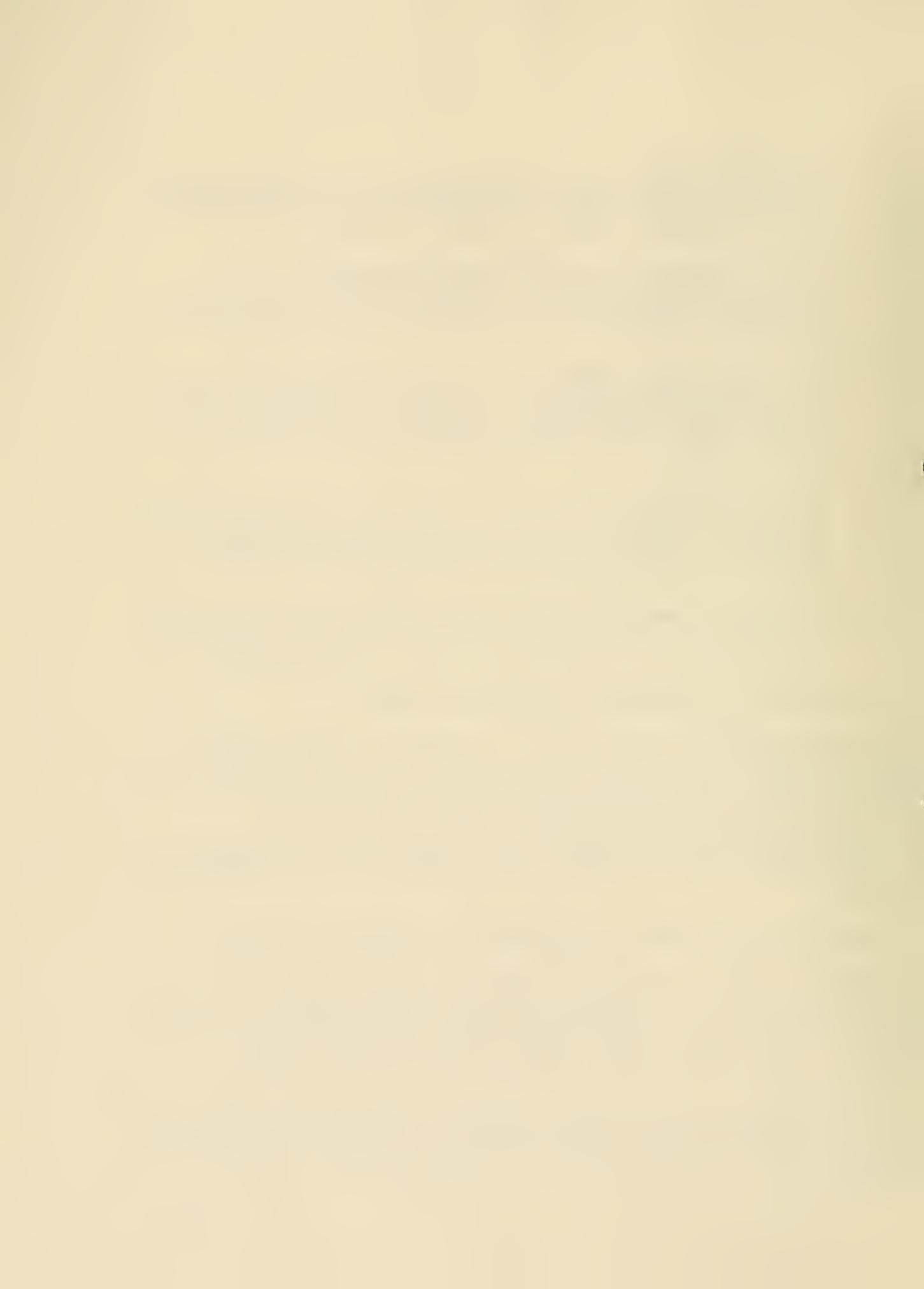
### 2) Description of Membership & Membership Drive

The general membership from which the majority of the Board of Directors will be elected has been achieved as a result of a membership drive which included advertising and news releases in local newspapers, membership solicitation at local events (election day for the Neighborhood Council) and direct solicitation to community groups by presentation and mailings. Currently nearly 250 individuals have joined with the expectation of increased interest and participation over the next several months.

### 3) Directors' Experience & Involvement in Community Service

The members of the North End/Waterfront Community Development Corporation, have had a broad range of community service starting with youth activities involving day camps, caddy camps, Pee Wee Baseball, Little League and Pony League they have formed basketball and hockey Leagues for the youth of the community.

We collectively have dealt with elderly groups which provide services and housing for older citizens. We have had experience in other forms of service which include all types of neighborhood services, with a strong association with the City of Boston officials.



The organizations which have been listed with our biographies show a strong concern for neighborhood problems. Many members have participated in a housing survey which identified the displacement of residents in our community and a definite need for low and moderate income housing.

4) Description of Community Support

Community outreach and involvement was achieved by sending letters and attending meetings of large non-profit organizations in the North End/Waterfront Neighborhood who have a proven track record of social service.

When learning of our mission to provide badly needed affordable housing, the response was enthusiastic. Ten organizations expressed a willingness to participate, and will be sending their representatives to serve on the Community Development Corporation's Board of Directors.

One of these groups, the Knights of Columbus, Ausonia Council #1513, has responded verbally. They are extremely interested in participating in the Community Development Corporation, to help provide needed affordable housing in the community.



### C. NE/W CDC's 10-Year Development Plan for its Target Area

The following outlines the NE/W CDC's envisioned development plan to increase affordable housing opportunities within the North End/Waterfront community over the next decade, and how we anticipate carrying out our long-term goals and objectives which are outlined in our Mission Statement (Section II.A.2):

#### 1. Approach for Increasing Affordable Housing Opportunities in North End/Waterfront Community

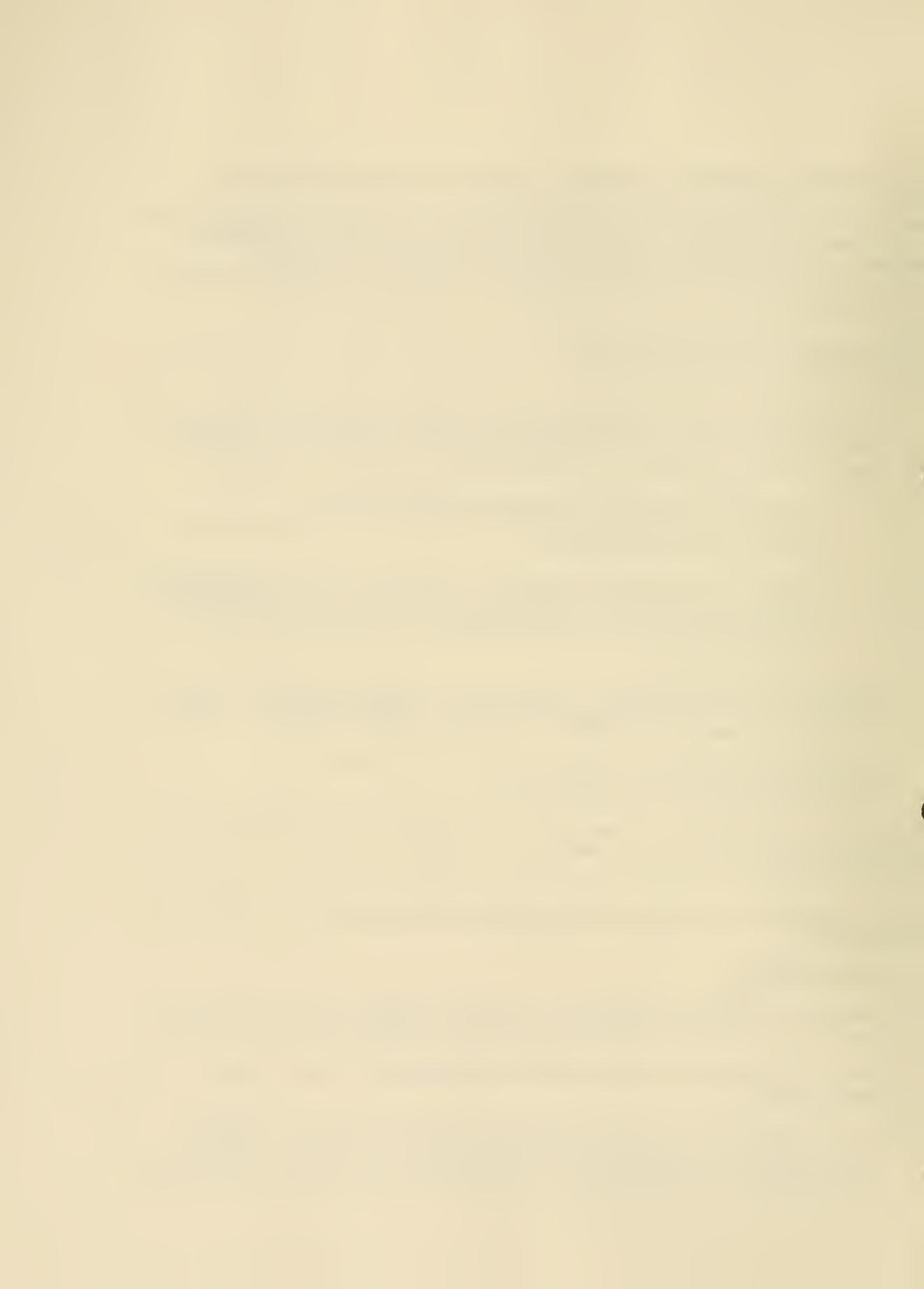
- o Develop the North End/Waterfront Community Development Corporation to be the recognized housing organization which works with City and State agencies re: affordable housing opportunities within the North End/Waterfront community.
  - Identify potential publicly-owned sites or publicly-assisted projects planned for development within our target area.
  - Contact appropriate agencies involved in these planned projects; establish relationships with these agencies; participate in the development planning process for these projects.
- o Identify privately-owned sites within North End/Waterfront community for potential acquisition, rehabilitation, and/or re-use to create affordable housing opportunities.
- o Identify financial & other resources available for affordable housing initiatives.

#### 2. Prospective Housing & Community Development Initiatives to be Undertaken within the next decade to increase affordable housing opportunities

##### Key Developments to Occur within North End/Waterfront within the next decade:

###### a) Battery Wharf

- o Develop recommendations re: use of linkage & other public funds to be used to create affordable housing opportunities.
- o Design of community contribution component within this development.
- o In the event of on-site affordable housing units; create opportunities for participation similar to those proposed for Sargent's Wharf (eg., resident selection plan, long-term affordability restrictions, etc.)



o) Central Wharf

- o Advocate/recommend types of uses for site with positive impacts and benefits for North End/Waterfront community.

c) Coast Guard Base

- o Review/recommend future uses with positive impacts and benefits for North End/Waterfront community. Minimize potential negative impacts.

l) Central Artery

. Approach

- o Participate in development of plan for entire area.
- o Advocate/recommend mixed use development which includes a balance of:
  - Open space
  - Housing for variety of income groups
  - Parking facilities
  - Small, locally-based businesses on street level
  - Public facilities(recreational, social service, youth facilities)
- o Housing developed should be a mixture of housing types, such as:
  - Rental/condominiums/cooperatives
  - Mixed income groups
  - Mixed age groups
  - Congregate housing for elders
- o Ensure affordable housing opportunities for children of North End residents and displaced North End households
- o Explore alternatives for land to be held in trust, such as a community land trust
- o Create opportunity for the NE/W CDC to develop and own a portion of land for affordable housing



ii. Development Location Planning Objectives for Central Artery  
Land

- Housing for elders near North Street area
- Multi-service & parking garage near North Station
- Mixed-use rental housing on Cross Street. Structure should include parking. Ground floor of structure should contain commercial space for local businesses. Design and re-use should link this area back to the North End.
- Faneuil Hall/ Quincy Market & Clinton Street area - open space link to sea should be continued.
- The following streets should be re-extended so as to link the North End with downtown Boston, Government Center, and Beacon Hill. Housing (for a variety of income groups) should be constructed along both sides of these streets. This housing should be at the same scale as North End buildings for comparability with the character of the North End:

- Endicott Street
- Salem Street
- Hanover Street
- Cross Street

These re-extensions would also reduce the traffic congestion at the existing bottlenecks on these streets.

- Hanover Street should be re-extended to Congress Street.
- Establish bus routes along Hanover Street and Cross Street to link the North End with the downtown.



. Projected First Three-Years' Operating Budget for the North  
End / Waterfront Community Development Corporation



D. NE/W CDC's Projected First 3-Year Operating Budget

- 2ia -

North End/Waterfront Community Development Corporation  
Projected Annual Budget

EXPENDITURES:	Year 1	Year 2	Year 3
Personnel:			
Executive Director	\$37,500	\$37,500	\$39,375
Administrative Assistant	21,000	21,000	22,050
Project Manager		30,000	30,000
Total Salaries	\$58,500	\$88,500	\$91,425
FICA(7%), workmen's comp.	5,850	8,850	9,143
Health benefits	2,100	3,200	3,200
Subtotal benefits			
Operating Costs:			
Rent	0	0	0
Electricity & heat	2,400	2,496	2,596
Telephone	2,500	2,600	2,704
Insurance(fire/theft; gen liab.)	2,200	2,288	2,380
Copier rental & service	1,300	1,352	1,406
Office supplies	2,200	2,288	2,380
Audit & accounting	3,000	3,120	3,245
Copying & printing	400	416	433
Membership dues & publications	250	260	270
Legal services	6,000	3,500	3,500
Miscellaneous	1,000	1,040	1,082
Subtotal Operating Costs	\$21,250	\$19,360	\$19,994
PROJECTED TOTAL ANNUAL OPERATING EXPENSES	\$87,700	(1)	\$119,910
			\$123,762

(1) Assumes office space is donated.





D.2. NE/W CDC OFFICE: PROJECTED INITIAL CAPITAL EXPENDITURES

Furniture:

2 desks @ \$250 ea.	\$500
2 chairs @ \$80 ea.	160
2 file cabinets @ \$120 ea.	240
Computer & printer stands	150

Computer Equipment:

Computer & monitor	2,500
Printer	2,200
Software: word processing	500
spreadsheet	750
Miscellaneous equipment	750

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TOTAL INITIAL CAPITAL EXPENDITURES	\$7,750
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#### IV. APPENDIX

- A. MEDIA COVERAGE
- B. NE/W CDC ARTICLES OF ORGANIZATION
- C. NE/W CDC BY-LAWS
- D. RESUMES OF NE/W CDC'S PRESENT DIRECTORS
- E. SAMPLE MEMBERSHIP APPLICATION
- F. SAMPLE OUTREACH LETTER TO COMMUNITY ORGANIZATIONS
- G. NE/W CDC MEMBERSHIP LIST
- H. LETTERS OF COMMUNITY SUPPORT



APPENDIX A

MEDIA COVERAGE





Distributed in the  
North End/West End,  
Waterfront, Charles River  
Park & Devonshire Areas.

VOLUME 8 NUMBER 10

P.O. BOX 95 BOSTON, MA 02113 (617) 569-6555

May 9, 1989

## Non-profit Community Development Corp. to form

North End and Waterfront residents concerned about the development future of their community are forming a new organization which could actually take part in the development process. This organization, called the North End/Waterfront Community Development Corporation, is a private, non-profit membership organization which is empowered to carry out development activities, such as building affordable housing, which provide a benefit to the community. This non-profit corporation can act as a developer on its own, or can co-develop a property in partnership with a private developer. The corporation's mission is to ensure that the development activities in which it takes part are in the best interest of the community, such as providing housing or needed jobs for low and moderate income households.

More than fifteen similar non-profit corporations are working within other Boston neighborhoods. The Fenway Community Development Corporation has developed Fensgate, a rehabilitated building cooperatively owned by the building's residents. The Jamaica Plain Neighborhood Development Corporation has renovated an abandoned brewery building which now houses more than 10 small businesses, creating over 60 jobs. The Tent City Community Development Corporation successfully developed affordable housing adjacent to Copley Square — a luxury shopping/hotel complex in Copley Square.

"The Community Development Corporation gives our neighborhood a real opportunity to influence how and what development takes place here over the next ten years," said Bob Dello.

Continued to page 4

## Community Development Corporation

Continued from page 1  
Russo, chairperson for the organization's steering committee. "Unlike a committee with review powers only, the CDC can take part in future development projects such as the redevelopment of Central Artery land, or continued waterfront development."

From now until the middle of June, the steering committee formed to launch the North End/Waterfront CDC is conducting a membership drive for the new organization. Any resident of the North End and Waterfront who is over 18 years old may join. On Tuesday, June 27, members will meet to elect the majority of a Board of Directors for the new organization.

"Everyone in the community can and should join this organization," said Marv Ann D'Amato.

membership committee chairperson. "It is meant to be a way for existing community organizations and residents to work together to shape the course of development more effectively. It is not meant to be just one more community group."

Persons interested in joining the North End/Waterfront Community Development Corporation should complete and send in the following form to NE/W CDC, P.O. Box 117, Boston, MA 02113.

North End/Waterfront Community Development Corporation  
Membership Application Form

I would like to become a member of the North End/Waterfront CDC. I support the North End/Waterfront CDC's goals, as described above.

Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

(check one of the following):

— \$2.00 Membership fee enclosed  
— I am requesting a waiver of the \$2.00 membership fee for reasons of financial hardship.

Date of Application: \_\_\_\_\_

Signature: \_\_\_\_\_

Please send this form, postmarked no later than June 13, 1989, to: NE/W CDC, P.O.B. 117, Boston, MA 02113.



APPENDIX B

NE/W CDC ARTICLES OF ORGANIZATION



# The Commonwealth of Massachusetts

MICHAEL JOSEPH CONNOLLY

Secretary of State

ONE ASHBURTON PLACE, BOSTON, MASS. 02108

## ARTICLES OF ORGANIZATION

(Under G.L. Ch. 180)

Incorporators

### NAME

### RESIDENCE

*Include given name in full in case of natural persons; in case of a corporation, give state of incorporation.*

Robert A. Dello Russo, 24 Fleet Street, Boston, MA 02113

William G. Ferullo, 4 Charter Street, Boston, MA 02113

Mary Ann D'Amato, 13 Noyes Place, Boston, MA 02113

The above-named incorporator(s) do hereby associate (themselves) with the intention of forming a corporation under the provisions of General Laws. Chapter 180 and hereby state(s):

1. The name by which the corporation shall be known is:

North End/Waterfront (N.E.W.) Community Development Corporatio

2. The purposes for which the corporation is formed is as follows:

To aid in the acquisition, improvement (through rehabilitation, new construction or otherwise) and making available (through ownership, acquisition, turnkey development or otherwise) at the lowest possible cost to persons and families of low and moderate income who are residents of and/or former residents of the North End and who have been displaced because of increased property assessments, condominium conversion and/or the rising costs of rental units in the North End and Waterfront areas of Boston, of decent, safe and sanitary housing in the North End and Waterfront areas of Boston to stimulate, by example or otherwise, the construction, renovation or improvement of properties in the North End and Waterfront areas of Boston and generally to promote neighborhood improvement for the benefit of persons who desire to live and raise their families and to enjoy safe, sanitary and attractive homes in the North End and Waterfront areas of Boston.

To do any and all acts and things permitted to nonprofit corporations under the provisions of c.180 of the General Laws of Massachusetts and section 501(c) (3) of the Internal Revenue Code of 1954, as from time to time amended.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8 1/2 x 11 sheets of paper leaving a left hand margin of at least 1 inch for binding. Additions to more than one article may be continued on a single sheet so long as each article requiring each such addition is clearly indicated.



If the corporation has more than one class of members, the designation of such classes, the manner of election or appointment, the duration of membership and the qualification and rights, including voting rights, of the members of each class, are as follows: -

The Corporation shall have only one class of member.

Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:-

See attached sheets 4A - 4g



5. By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers whose names are set out below, have been duly elected.
6. The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if later date is desired, specify date, (not more than 30 days after date of filing).
7. The following information shall not for any purpose be treated as a permanent part of the Articles of Organization of the corporation.

- a. The post office address of the initial principal office of the corporation in Massachusetts is:

**24 Fleet Street, Boston, MA 02113**

- b. The name, residence, and post office address of each of the initial directors and following officers of the corporation are as follows:

NAME	RESIDENCE	POST OFFICE ADDRESS
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President: **Robert J. Dello Russo, 24 Fleet Street, Boston, MA 02113**

Treasurer: **William G. Ferullo, 4 Charter Street, Boston, MA 02113**

Clerk: /Secretary  
**Mary Ann D'Amato, 13 Noyes Place, Boston, MA 02113**

Directors: (or officers having the powers of directors)

**See attached Exhibit #1**

- c. The date initially adopted on which the corporation's fiscal year ends is:

**June 30**

- d. The date initially fixed in the by-laws for the annual meeting of members of the corporation is:

**June 1**

- e. The name and business address of the resident agent, if any, of the corporation is:

IN WITNESS WHEREOF, and under the penalties of perjury the INCORPORATOR(S) sign(s) these Articles of Organization this **29th.** day of **August** **1986**

I/We the below signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crimes relating to alcohol or gaming within the past ten years; I/We do hereby further certify that to the best of my/our knowledge the above named principal officers have not been similarly convicted. If so convicted, explain.

*Robert J. Dello Russo*  
*Mary Ann D'Amato*  
*William G. Ferullo*

The signature of each incorporator which is not a natural person must be by an individual who shall show the capacity in which he acts and by signing shall represent under the penalties of perjury that he is duly authorized on its behalf to sign these Articles of Organization.



(m) The corporation may be an incorporator of other corporations of any type or kind..

(n) The corporation may be a partner in any business enterprise which it would have power to conduct by itself.

(o) The directors may make, amend or repeal the by-laws in whole or in part, except with respect to any provision thereof which by law or the by-laws requires action by the members.

(p) Meetings of the members may be held anywhere in the United States.

(q) No part of the assets of the corporation and no part of any net earnings of the corporation shall be divided among or inure to the benefit of any officer or director of the corporation or any private individual or be appropriated for any purposes other than the purposes of the corporation as herein set forth; and no substantial part of the activities of the corporation shall be or include the carrying on of propaganda or otherwise attempting to influence legislation, except to the extent permitted by Section 501(h) of the Internal Revenue Code, or participating in or intervening in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office. It is intended that the corporation shall be entitled to exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code and shall not be a private foundation under Section 509(a) of the Internal Revenue Code.

(r) Upon the liquidation or dissolution of the corporation, after payment of all of the liabilities of the corporation or due provision therefor, all of the assets of the corporation shall be transferred to one or more other organizations which have purposes similar to those of the corporation and are exempt from taxation under the provisions of Section 501(c)(3) of the Internal Revenue Code.

(s) In the event that the corporation is a private foundation as that term is defined in Section 509 of the Internal Revenue Code, then notwithstanding any other provisions of the articles of organization or the by-laws of the corporation, the following provisions shall apply:

The directors shall distribute the income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code.

The directors shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; nor retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; nor make any investment in such manner as to incur tax liability under Section 4944 of the Internal Revenue Code; nor make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

(t) The corporation may have and exercise all powers necessary or convenient to effect any or all of the purposes for which the corporation is formed; provided that no such power shall be exercised in a manner inconsistent with Massachusetts General Laws, Chapter 180 or any other chapter of the General Laws of the Commonwealth or Section 501(c)(3) of the Internal Revenue Code.

(u) All references herein to the Internal Revenue Code shall be deemed to refer to the Internal Revenue Code of 1954, as now in force or hereafter amended.



THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF ORGANIZATION  
GENERAL LAWS, CHAPTER 180

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I hereby certify that, upon an examination of the  
within-written articles of organization, duly submitted  
to me, it appears that the provisions of the General  
Laws relative to the organization of corporations have  
been complied with, and I hereby approve said articles;  
and the filing fee in the amount of \$30.00 having been  
paid, said articles are deemed to have been filed with  
me this 19 day of

Effective date

MICHAEL JOSEPH CONNOLLY  
Secretary of State

TO BE FILLED IN BY CORPORATION  
PHOTO COPY OF ARTICLES OF ORGANIZATION TO BE SENT

TO:

.....  
.....  
.....

Telephone.....

Filing Fee \$30.00

Copy Mailed



EXHIBIT # 1

Directors (or officers having the powers of directors)

William G. Ferullo 4 Charter Street, Boston, MA 02113

Domenic Campochiaro 8 Cooper Street, Boston, MA 02113

Robert J. Dello Russo 24 Fleet Street, Boston, MA 02113

Mary Ann D'Amato 13 Noyes Place, Boston, MA 02113

Thomas L. Arcadipane 1 Unity Street, Boston, MA 02113

Emilie Pugliano 27 Thatcher Street, Boston, MA 02113

Patricia Tanso 5 Tileston Place, Boston, MA 02113

Generosa Zizza 14 Cleveland Place, Boston, MA 02113

Egidio Napoleone 17 Henchman Street, Boston, MA 02113

Normand Smith 63 Atlantic Avenue, Boston, MA 02109

~~Lucille~~ ~~144 Fairmount Street, Boston, MA 02113~~

Phyllis Charlton 111 Atlantic Avenue, Boston, MA 02110

Ferdinand Carangelo 382 North Street, Boston, MA 02113



APPENDIX C

NE/W CDC BY-LAWS



## By-Laws

### North End/Waterfront Community Development Corporation

#### ARTICLE 1: NAME, AREA, & PLACE OF BUSINESS

##### Section 1:

The name of the corporation shall be the North End/ Waterfront Community Development Corporation, a private, non-profit organization established under Chapter 180 of the General Laws of Massachusetts, henceforth referred to as "the Corporation".

##### Section 2:

The North End/Waterfront Community Development Corporation Area's perimeter is defined as follows:

From the westerly side of Atlantic Avenue at the intersection of Congress Street and Atlantic Avenue, continuing north along the easterly side of Atlantic Avenue, including the wharfs, to Commercial Street, including both sides of Commercial Street and wharfs, to Causeway Street, continuing both sides of Causeway Street and including Nashua Street, North Station, Boston Garden, to Staniford Street, continuing on the easterly side of Staniford Street to Cambridge Street, continuing on the northeasterly side of Cambridge Street to Court Street to State Street, continuing along the northerly side of State Street to Congress Street, continuing along the easterly side of Congress to the Intersection of Congress Street and Atlantic Avenue. (See attached Map).

##### Section 3:

The principal place of business of the Corporation will be within Massachusetts and at the address as stated in the Articles of Organization.

#### ARTICLE II: FUNCTION & PURPOSE

The function and purpose of the North End/Waterfront Community Development Corporation shall be to promote neighborhood improvement in the North End/Waterfront areas of Boston and to foster and promote community-wide interest and involvement in the problems associated with poor housing conditions and problems of poverty. The Corporation is organized exclusively for charitable and educational purposes in order to:

a) Aid in the acquisition, improvement (through rehabilitation, new construction, or otherwise) and making available (through ownership, acquisition, turnkey development, or otherwise) at the lowest possible cost to persons and families of low and moderate income who are residents of and/or former residents of the North End and who have been displaced because of increased property



assessments, condominium conversion and/or the rising costs of rental units in the North End and Waterfront areas of Boston to stimulate, by example or otherwise, the construction, renovation, or improvement of properties in the North End and waterfront areas of Boston.

- b) Combat community deterioration and blight;
- c) Expand opportunities available to residents of the North End/Waterfront area to own, manage, and operate business enterprises, and to combat the displacement of existing, locally-owned businesses due to rising rental costs and real estate costs.

### **ARTICLE III: MEMBERSHIP**

#### **Section 1. Categories of Members:**

There shall be two classes of Membership in this Corporation.

- a) The first class of members shall be known as General Voting Members, and the second class of members shall be known as Associate Members and shall have no vote. The following Sections 2,3 6,7,8,9,10 shall be construed to include General Voting Members only.

- b) The class of Associate Members shall be comprised of two categories - Organizational Associate Members and Honorary Associate Members. These categories are defined as follows:

i. Organizational Associate Member. This category of members shall be made up of businesses, organizations, or groups who support the goals and objectives of the Corporation. The annual membership fee for Organizational Associate Members is \$5.00. Applications for this category of members shall be approved by the Board of Directors.

ii. Honorary Associate Members. The Corporation Board of Directors may, from time to time, designate an individual as an Honorary Associate Member who, in the opinion of the Board, has contributed substantially to furthering the goals of the Corporation. Residency within the Corporation's area is not applicable to this category. Candidates for designation as an Honorary Associate Member may be nominated by either a member of the Corporation Board of Directors or by the Corporation's Executive Director. No membership fee is necessary. Membership Term is lifetime.

#### **Section 2. Eligibility:**

General voting membership shall be open to all persons 18 years of age or older who reside in the North End/waterfront area as defined in Article I Section 2. Membership shall be considered to



be conferred upon any eligible applicant who has completed the appropriate Corporation membership form, endorsing support of the Corporation's goals and objectives, and who has either paid the annual membership fee or has requested and been granted a waiver of said membership fee from the Board of Directors and upon verification of residency. Verification of residency shall be established through presentation of a valid driver's license, current city assessment records, City of Boston Annual Listing of Residents, or any other appropriate documentation as approved by the Board of Directors.

Section 3. Rights of General Voting Members:

Each general voting member of the Corporation shall be entitled to one vote on each matter submitted to a vote at a meeting of the members, except to the extent that the voting rights are limited or denied by the articles of organization with the condition that the member's membership form must have been filed with the Corporation's Clerk/Secretary at least two(2) weeks prior to the date of the annual meeting in question. No member may vote by proxy. No member shall be entitled to any dividend or any part of the income of the Corporation or to the distribution of the corporate assets upon the dissolution of the Corporation.

Section 4. Resignation of Members:

Any member may resign from the Corporation by delivering a written resignation to the Chairperson or Secretary of the Corporation.

Section 5. Annual Meetings:

The annual meeting of the general voting members shall be held on the fourth Tuesday of June at \_\_:00PM at designated locations.

Section 6. Special Meetings:

Special Meetings of the general voting members, for any purpose or purposes, unless otherwise prescribed by statute or by the articles of organization or by these By-laws, may be called at any time by the Chairperson of the Board of Directors or by half(1/2) of the Directors, and must be called by the Chairperson or Secretary on receipt of a petition signed by twenty-five per cent(25%) of the general voting members of the Corporation. The order calling the special meeting must set forth the date on which such meeting shall be held and the general nature of the business to be transacted at such meeting.

Section 7. Place and Time of Meetings of the Members:

Each meeting of the general voting members of the Corporation shall be held at the place and time specified in the notice.

Section 8. Notice:

Written notice of the time, place, and purpose or purposes of each meeting of the general voting members of the Corporation shall be served, either personally or by mail, not less than seven(7)



days nor more than thirty(30) days before the meeting upon each person who appears upon the books of the Corporation as a general voting member, and, if mailed, such notice shall be directed to the member at the member's address as it appears on the books of the Corporation, unless such member shall have filed with the Secretary of the Corporation a written request that notices be mailed to some other address, in which case it shall be mailed to the address designated in such request. In the case of a special meeting, the notice shall also state the general nature of the business to be transacted and by whose request the meeting was called.

Section 9: Quorum:

At any meeting of the general voting members of the Corporation, the presence of one fifth(1/5) of members entitled to vote shall constitute a quorum necessary for the transaction of business. If a quorum is present the affirmative vote of the majority of the members represented at the meeting shall be the act of the members, unless the vote of a greater number is otherwise provided by statute, by the articles of organization, or these By-Laws. The general voting members present at a duly called or held meeting at which a quorum is present may continue to transact business until adjournment notwithstanding the withdrawal of enough members to leave less than a quorum. In the absence of a quorum, any meeting of the members may be adjourned from time to time by the vote of a majority of the members present, but no other business may be transacted.

Section 10. Dues:

Each general voting member of the Corporation shall pay annual dues of \$2.00 to the Corporation. In the case of financial hardship, the applicant or member may request and be granted a waiver of the annual dues from the Board of Directors.

**ARTICLE IV: BOARD OF DIRECTORS**

Section 1: Composition & Powers of Board of Directors:

There shall be a Board of Directors consisting of twenty-five(25) members, which Board shall have the general authority to conduct the affairs of the Corporation, which shall always be consistent with the Corporation's educational and charitable purposes. This authority includes, but is not limited to, the following powers:

a) Appointment of an Executive Director to administer the organization, direct its daily operation, and execute the policies of the Board. The Board shall determine the qualifications, duties, and compensation to the Executive Director. All other staff personnel shall be appointed by the Executive Director with the advice and consent of the Board.

b) Final absolute power of the Corporation, including the power to enter into agreements and contracts, purchase, rehabilitate, develop, manage, lease and sell property and to



make or receive loans or grants and purchase equity.

- c) Determination, subject to applicable laws and regulations of the federal and state governments, of major personnel, fiscal, and program policy.
- d) Final approval of all program proposals and budgets.
- e) Enforcement of compliance with all applicable conditions or grants and contributions.

Section 2. Membership of the Board:

The Corporation's Board of Directors shall be composed as follows:

a) Thirteen(13) members of the Board of Directors shall be elected by the general voting membership.

b) Twelve(12) members of the Board of Directors will be appointed by the following organizations<sup>1</sup>:

- 1) Knights of Columbus
- 2) North End/Waterfront Neighborhood Council
- 3) North End/West End Service Center
- 4) North End Union
- 5) North End Athletic Association
- 6) Boston Waterfront Association
- 7) North End Community Health Center/North End Nursing Home
- 8) Feast Societies
- 9) Senior Citizens associations
- 10) North End Civic League
- 11) Mayor's Office, City of Boston/Boston City Council
- 12) State Legislator's Office

c) All Board members shall be residents of the North End/waterfront area as defined in Article I Section 2.

d) The Board may from time to time fill vacancies of elected members on the Board to serve until the next general elections for the balance of the unexpired term. Appointed positions shall be filled by the originating appointing organization.

e) The format of the initial election is as follows: Five(5) of the elected Board members will be elected to a three-year term; one-third(1/3), or four, will be elected to a two-year term, and one-third(1/3) or four Board members will be elected to a one-year term. Subsequently, elections will be held annually for four of the elected Board members for a three-year term, with the exception of the fourth year and every

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<sup>1</sup> Revised list as of 5/24/89.



three years thereafter, five board members will be elected.

f) Board members appointed by organizations will serve three-year terms, and may be reappointed; however, the format for the first year appointments is as follows:

One-third(1/3) of the appointed Board members shall be appointed to a three-year term. One-third(1/3) of the appointed Board members will be appointed to a two-year term. One-third(1/3) of the appointed members will be appointed for a one-year term. Subsequently, all appointments will be for three-year terms. Appointments made by elected officials or organizations will be co-terminous with the term of the elected official(or organization, if applicable).

g) Prior to the first annual meeting of members, an interim Board of Directors shall be appointed by a majority of the founding officers of the North End/ Waterfront Community Development Corporation as listed in the Articles of Organization to carry out the purposes and activities of the Corporation until the first election of directors at the first annual meeting of members and subsequent appointment of directors as per Section 2.(b) of this Article.

#### Section 3: Quorum:

At any meeting of the Board of Directors, a majority of the Directors currently serving on the Board shall constitute a quorum for the transaction of business at any meeting. There shall be no voting by proxy at any of the meetings held by the Corporation. The act of a majority of the Directors present at a regularly-called meeting at which a quorum is present at the time of the act shall be the act of the Board of Directors, except as otherwise noted in these by-laws.

#### Section 4. Date of Elections:

Election of Directors shall take place on the specified date of the annual meeting of the general voting members. Appointments to the Board shall be made within seven(7) days thereafter.

#### Section 5. Absence of Directors:

Absence from three(3) consecutive meetings of the Board of Directors without previous notification or a valid reason shall be considered a resignation. The Board of Directors shall be vested with the authority to remove any elected Office or Director from office for cause, upon one week's written notice of the purpose of the meeting, and providing a majority of the Directors are present, a vote of two-thirds(2/3) of those present and voting in favor of removal shall effectuate removal of such Office or Director. The Board of Directors shall be vested with the authority to remove any appointed director from office, for cause, upon one week's written notice.

#### Section 6. Vote at Election of Directors:



At each meeting of the general voting members of the Corporation for the election of directors, each general voting member of the Corporation shall have the right to vote for as many nominees as there are vacant elected positions on the Board of Directors.

Section 7. Resignation:

Any director may resign at any time by delivering a written resignation to the Chairperson of the Board or the Secretary of the Corporation.

Section 8: Special Meetings:

Special Meetings of the Board of Directors may be called by the Chairperson or Vice-Chairperson, and must be called by either of them on the written request of one-half(1/2) of the directors or a petition signed by 25 per cent of the members of the Corporation.

Section 9: Voting:

At all meetings of the Board of Directors, except as otherwise expressly required by these By-laws, all matters shall be decided by the vote of a majority of the Directors present at the meeting.

Section 10: Action by Board of Directors Without a Meeting:

Any action required or permitted to be taken by the Board of Directors may be taken without a meeting if a majority of the directors shall individually or collectively consent to the action. The consents shall be recorded and filed with the minutes of the proceedings of the Board, and the action taken shall have the same force and effect as a majority vote of the Directors.

Section 11: Fiscal Year:

The fiscal year of the Corporation shall extend from January 1 to December 31, except as the same may otherwise be determined by resolution of the Directors.

**ARTICLE V: OFFICERS**

Section 1. Officers:

The Officers of the North End/Waterfront Community Development Corporation shall be a Chairperson, Vice Chairperson, Secretary, and Treasurer. No one person may hold two(2) Officer positions simultaneously. All officers shall be elected by the Board of Directors from among its members after nomination by the Nominating Committee.

Section 2. Chairperson:

The Chairperson shall be the chief executive officer of the Corporation and shall preside at all meetings of the membership and of the Board of Directors when present. The Chairperson or a Vice-Chairperson, in their designated order, unless some other person is thereunto specifically authorized by a vote of the Board of Directors, shall sign all Certificates of stock and bonds issued



by the Corporation, and all deeds and contracts to be executed on the part of the Corporation. The Chairperson shall appoint committees as needed. The Chairperson shall perform all the duties commonly incident to his/her office and shall perform other duties and have such other powers as the Board may from time to time designate.

Section 3. Vice Chairperson:

The Vice-Chairperson, as designated by the Board of Directors, shall perform the duties and have the powers of the Chairperson during the absence or disability of the Chairperson, and shall have the power to sign all Certificates of stock and bonds issued by the Corporation, and all deeds and contracts to be executed on the part of the Corporation. He/she shall perform all the duties commonly incident to his/her office, and shall perform such other duties and have such other powers as the Board of Directors may from time to time designate.

Section 4. Secretary:

The Secretary of the Corporation shall be present at all meetings of the membership and of the directors, and he/she shall keep accurate records of the proceedings of such meetings, in books provided for that purpose, which books shall be open at all reasonable times to inspection of any director or member. He/she shall perform all duties commonly incident to the office and shall perform such duties and have such other powers as the Board of Directors may from time to time designate. In the absence of the Secretary from any meeting of the membership or of the directors, a Secretary pro tempore may be chosen, who shall record the proceedings of such meeting in the aforesaid book. The Secretary and any Secretary pro tempore shall be sworn to the faithful performance of his/her duties. The Secretary shall have custody of the seal of the Corporation. He/she shall have charge of membership records and such books and papers as the Board of Directors may direct, all of which shall at reasonable times be open to the examination of any director.

Section 5. Treasurer:

The Treasurer shall have the care and custody of the funds of the Corporation and shall have and exercise under the supervision of the Board of Directors all the powers and duties commonly incident to his/her office and as may be required by the Board of Directors to give bond in such sum and with such sureties as may be satisfactory to them. He/she shall have custody of all of the money, funds, and valuable papers and documents of the Corporation. He/she shall deposit all funds of the Corporation in such banks, trust company or trust companies, and with such firm or firms doing a banking business as the directors may designate. He/she may endorse for deposit or collection all notes, et cetera, payable to the Corporation or its order and may accept drafts on behalf of the Corporation. He/she shall keep accurate books of account of the Corporation's transactions, which shall be the property of the



Corporation, and together with all its property in his/her possession, shall be subject to, at all times, the inspection and control of the directors. All checks, drafts, notes or other obligations for the payment of money shall be signed by the Treasurer, except as the Board of Directors may otherwise especially order. Checks and drafts need not be countersigned, as a condition to their validity, by the Chairperson, Vice Chairperson, or any other officer or agent except as the directors shall, by resolution, direct.

Section 6. Term of Office:

The term of office for all officers shall be one(1) year and Officers are eligible for re-election to successive terms. Officers shall be elected at the first meeting of the Board following the General Election.

Section 7. Officer Vacancies:

The Board of Directors may make interim appointments to fill officer vacancies. These appointments will be effective until the first meeting of the Board following the general elections.

Section 8. Committees:

All Committees, with the exception of the Executive Committee, shall be advisory and recommending in nature and shall be composed of directors and/or the membership, and shall report to the Board of Directors for action on their reports. The reports of all committees shall be read, into the minutes of the meeting at which they are presented.

**ARTICLE VI. DEPOSITS, CHECKS, LOANS, CONTRACTS**

Section 1. Deposit of Funds:

All funds of the Corporation not otherwise employed shall be deposited in such banks, trust companies, or other reliable depositories as the Board of Director from time to time may determine.

Section 2: Loans:

No loans or advances shall be contracted on behalf of the Corporation, and no note or other evidence of indebtedness shall be issued in its name, unless and except as authorized by the Board of Directors. Any such authorization shall relate to specific transaction and may include authorization to pledge, as security for loans or advances so authorized, any and all securities and other personal property at any time held by the Corporation.



### Section 3. Contracts:

The Chairperson, Vice Chairperson, or any other office specifically authorized by the Board of Directors, may, in the name of and on behalf of the Corporation, enter into those contracts or execute and deliver those instruments that are specifically authorized by the Board of Directors. Without the express and specific authorization of the Board of Directors, no Officer or other agent of the Corporation may enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation.

## **ARTICLE VII. EXECUTIVE COMMITTEE**

### Section 1. Designation:

The Board of Directors may, by resolution adopted by a majority of the whole board, designate an Executive Committee.

### Section 2. Number, Qualification, Term:

The Executive Committee shall consist of five(5) directors, one of whom shall be the Chairperson of the Board. The Executive Committee shall serve at the pleasure of the Board of Directors. At least two(2) members of the Executive Committee shall be of those directors appointed by the organizations listed in Article IV Section 2.

### Section 3. Actions between Meetings:

The Executive Committee shall be empowered to act on behalf of the Board of Directors between meetings. Any action taken by the Executive Committee shall be subject to ratification by the Board at its next meeting (and shall always be consistent with the Corporation's charitable and educational purposes).

### Section 4. Meetings:

The Executive Committee shall hold meetings as required at the call of any one or more of its members.

### Section 5. Authority:

The Executive Committee, to the extent provided in such resolution, shall have and may exercise all of the authority of the Board of Directors in the management of the business and affairs of the Corporation. However, the Executive Committee shall not have the authority of the Board in reference to:

- a) Amending the Articles of Organization;
- b) Approving a plan of merger or consolidation;
- c) Recommending to the members the sale, lease, or exchange of all or substantially all of the property and assets of the Corporation otherwise than in the usual and regular course of its business;
- d) Recommending to the members a voluntary dissolution of the Corporation or a revocation thereof;
- e) Amending, altering, or repealing these By-Laws or adopting new By-Laws;



- f) Filling vacancies in or removing members of the Board of Directors or of any committee appointed by the Board of Directors;
- g) Fixing the compensation of any member of such committee.

#### Section 6. Removal:

Any member of the Executive Committee may be removed by the Board of Directors by the affirmative vote of a majority of the whole Board, whenever in its judgment the best interests of the Corporation will be served thereby.

#### Section 7. Other Committees:

The Board of Directors from time to time may establish other committees, which shall have duties and the members of which shall hold office for such periods as the Board of Directors from time to time may determine. The rules of procedure of such committees, shall be determined from time to time by the Board of Directors, or if authorized by the Board of Directors, by the respective committees. Any such committee may be abolished or any member thereof removed, with or without cause, at any time by the Board of Directors.

#### Section 8. Term of Office:

Each member of any committee established pursuant to the By-Laws shall serve until the next annual meeting of the Board of Directors and until a successor is appointed, unless the committee shall be abolished, or unless such a member shall be removed, or unless such member shall cease to qualify as a member thereof.

#### Section 9. Vacancies:

A vacancy occurring in the Executive Committee or any other committee (by death, resignation, removal, or otherwise) may be filled by the Board of Directors in the manner provided for original designation in the By-Laws.

#### Section 10. Notice of Meetings:

Written notice, including time and place, of all committee meetings shall be given by the Committee Chairperson to the members thereof at least seven(7) days prior to such meeting. This requirement for written notice may be waived with the agreement of four of the five Executive Committee members. Each committee shall keep regular minutes of its proceedings and shall report briefly on its activities at each Board of Directors' meeting.

#### Section 11. Quorum:

At meetings of the Executive Committee or any other committee, a majority of the number of members designated by the Board of Directors shall constitute a quorum for the transaction of business. The act of a majority of the members present at any meeting at which a quorum is present shall be the act of such committee, except as otherwise specifically provided by statute, the articles of organization, or these By-Laws. If a quorum is not



present at a meeting of the Executive Committee or any other Committee, the members present may adjourn the meeting from time to time, without notice other than an announcement at the meeting, until a quorum is present.

## **ARTICLE VIII. NOMINATING COMMITTEE**

### Section 1. Composition:

A nominating committee of two(2) elected directors and one(1) appointed director shall be appointed annually from the Board of Directors by the Chairperson of the Board. Two members of the nominating committee shall consist of Directors other than the current officers.

### Section 2. Duties:

The duties of the nominating committee are:

- a) to nominate persons as elected members of the Board of Directors for regular and vacant terms under Article IV, Section 2.(d).
- b) To nominate persons as officers: A slate of candidates for each office shall be drawn up by this committee and sent to each member of the Board at least ten(10) days prior to the election meeting. Nominations will be accepted from the floor and write-in candidates will be accepted.
- c) To nominate the five(5) members of the Executive Committee, and provisions shall be made for individuals to nominate themselves.

## **ARTICLE IX. AMENDMENTS**

### Section 1.

These By-Laws may be amended by a two-thirds(2/3) vote of the Board of Directors at any meeting of the Board of Directors of the Corporation. A copy of the proposed amendment shall be furnished to each director at least seven(7) days prior to such meeting; however, an amendment changing the authorized number of Directors, both elected and appointed, may be adopted only by the general voting members of the Corporation.

## **ARTICLE X. SPECIFIC OPERATING PROCEDURES**

### Section 1.

Roberts' Rules of Order shall govern the proceedings of the North End/Waterfront Community Development Corporation. At the regular meetings of the Corporation, the following shall be the order of business:



- a) Call to order by the Chairperson.
- b) Approval of minutes of previous meeting,
- c) Report of the Executive Director.
- d) Reports of committees.
- e) Unfinished business.
- f) New business.
- g) Adjournment.

#### Section 2. Open Meetings:

All meetings shall be open to the public and held in a public place. Records and minutes of such meetings shall be available for public inspection at all times in the North End/ Waterfront Community Development Corporation's normal place of business, at least five(5) days prior to the meeting.

#### Section 3. Frequency of Meetings:

The Board of Directors shall meet at least six(6) times per year. Duration between meetings shall not exceed sixty(60) days.

#### Section 4. Compensation to Directors:

No officer or director shall receive any salary, compensation or remuneration from the Corporation, provided, however, the Board of Directors may see fit to reimburse its directors and officers for any reasonable and necessary expense incurred. Members of the Board of Directors are prohibited from accepting gifts or gratuities from the following:

- a) Persons receiving benefits or services under any program financed by local, state, or federal funds;
- b) Any person or agency performing services under contract;
- c) Persons who are otherwise in a position to benefit from the actions of a Board member.

### **ARTICLE XI. CONFLICT OF INTEREST**

#### Section 1.

No contract or other transaction of the Corporation shall, in the absence of fraud, be affected or invalidated by the fact that any member or officer of the Corporation, or any corporation, firm, or association of which he/she may be a director, officer, stockholder, or member may be a party to or may have an interest, pecuniary or otherwise, in any such contract or other transaction, provided that the nature and extent of his interest was disclosed to, or known by, the Board of Directors before acting on such contract or other transaction. Except in the case of any contract or other transaction between the Corporation and any other corporation controlling, controlled by, or under common control with stockholder, or member of any corporation, firm, or association with which the Corporation proposes contract or transacts any business or other transaction, may not be counted in determining the existence of a quorum at any meeting of the members or Board of Directors which shall authorize any such contract or



such transaction, and such Director shall not participate in the vote to authorize any such contract or transaction. [Text in bold to be revised].

#### Section 2: Indemnification:

The Corporation shall, to the extent legally permissible, indemnify each of its directors and officers, former directors and former officers, and may indemnify all employees or agents of the Corporation against all liabilities and expense, including amounts paid in satisfaction of judgment, in compromise or as fines and penalties, and counsel fees, reasonably incurred by him/her in connection with the defense or disposition of any action, suit, or of the proceeding, whether civil or criminal, in which he/she may be involved, or with which he/she may be threatened, while in office, except with respect to any matter as to which he/she shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his/her action was in the best interest of the Corporation; provided, however, that as to any matter disposed of by a compromise payment by such Director, Officer, employee, or agent, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise shall be approved as in the best interests of the Corporation, after notice that it involves such indemnification, to a majority of the Directors then in office. The right of indemnification hereby provided shall not be exclusive of or affect any other rights to which any Director, Officer, employee, or any agency may be entitled. As used in this paragraph, the terms "Director", "Officer", "employee", and "agent" include their respective heirs, executors, and administrators, and an "interested" Director or Officer is one against whom in such capacity the proceedings in question or another proceeding on the same or similar grounds is then pending.

#### Section 3. Disclosure

Board members who are also public employees as defined by Massachusetts General Laws may make written disclosure of their multiple roles to the President or Director of each agency or organization to facilitate a remedy comparable to that of Section 6 of M.G.L Chapter 268A.

### **ARTICLE XII. BY-LAWS**

#### Section 1. Adoption:

These By-Laws shall be adopted by a majority vote of the interim Board of Directors and amended according to the procedures specified in Article IX, Section 1. Thereinafter, these By-Laws or amended By-Laws shall be adopted by a majority vote of the general voting members at the first duly constituted meeting of members.



Section 2. Periodic Review:

These By-Laws shall be reviewed at least once every two years by a temporary committee, which shall recommend to the Board of Directors any changes that should be made.

Section 3. Conflict over By-Laws:

Neither meetings of the organization nor the Executive Board shall be bound by Roberts' Rules of Order except in cases of conflict or uncertainty over interpretations or a procedural issue not covered by these By-Laws.

**ARTICLE XIII. LIQUIDATION OF THE CORPORATION**

Section 1.

If, in the opinion of two-thirds (2/3) of the Board of Directors, it becomes necessary or desirable to dissolve this Corporation, the assets of the Corporation shall be applied and distributed as follows:

- a) All liabilities and obligations of the Corporation shall be paid, satisfied, and discharged, or adequate provisions shall be made thereof.
- b) Assets held by the Corporation under conditions requiring return, transfer, or conveyance, which condition occurs by reason of the dissolution shall be returned, transferred, or conveyed in accordance with such requirements.
- c) All assets shall be transferred to corporations, persons, groups, or organizations engaged in activities which substantially carry out the purposes of the North End/Waterfront Community Development Corporation, as stated in its Articles of Organization and By-Laws, and which are exempt from taxation under Section 501(c)(3) of the Internal Revenue Code of 1954, or successor provisions thereto.



APPENDIX D

RESUMES OF NE/W CDC'S PRESENT DIRECTORS



Robert J. Dello Russo  
24 Fleet St.  
Boston, MA. 02113  
Home (617) 723-6369 Office (617) 722-2396

**Employment:**

Administrative Assistant/Staff Supervisor to the  
Massachusetts House of Representatives, Committee on  
Judiciary, Representative Salvatore F. DiMasi, Chairman.

**Community Involvement:**

North End/Waterfront Community Development Corporation.  
President, Steering Committee  
Formed to promote and preserve affordable housing  
opportunities for North End/Waterfront residents.

Nazzaro Center Advisory Council-Member  
Providing services for the youth and elderly of the  
North End/Waterfront area.

Action for Boston Community Development.  
Chairman of the North End West End advisory Council.  
Programs include;  
Maintaining elderly drop-in center  
Fuel assistance program  
summer youth programs.

Knights of Columbus, Ausonia Council #1513.  
Fraternal and Charitable organization.

Sons of Italy Lodge #208.  
Fraternal and Charitable organization.



Ferdinand Carangelo  
382 North St.  
Boston, MA.

**Occupation:**

Former Director of Operations for the Caddy Camp Program.

**Community Involvement:**

North End/Waterfront Neighborhood Council-Member

Borth Bennett Street School-Member of the Board of Directors

North End Athletic Association-Member

North End/Waterfront Association of Organizations-Member

North End/Waterfront Community Development Corporation



Josephine Zizza  
14 Cleveland Place  
Boston, MA. 02113

Occupation:

- Retired lifelong resident and property owner.

Community Service and Affiliations:

- President of the North End Seniors.
- Member of the Advisory Board, of the North End Service Center, A.B.C.D.
- Sons of Italy, Lodge 208, Secretary.
- Member of the Advisory Board to the Boston Elders Commission
- Former Commissioner, Human Rights.
- Board Member to the Senior home Care, Title 3.
- Member, North End/ Waterfront Neighborhood Council.
- Member, North End/Waterfront Community Development Corporation.



Thomas L. Arcadipane  
1 Unity St.  
Boston, MA. 02113  
(617) 725-4314

Present Occupation:

The City of Boston, State Retirement System.  
1 City Hall Square  
Boston, MA. 02113  
PRINCIPAL ADMINISTRATIVE ASSISTANT: Assistant to the  
executive officer. Personnel officer for the department.

Community Affiliations:

Governor's special commission on probate and family court.

Elected as a delegate to the Massachusetts state convention  
1984 to 1989.

Former member of the North End Neighborhood Council.

Former Chairman of the sub-committee on land use and  
development-North End Neighborhood Council.

Member of the North End/Waterfront community Development  
Corporation.

Coordinator of the Maria S.S. Della Cava Society.

Member of Mass. Fair Share.

Chairman of the Health and Safety Committee at City Hall.

Member of the Boston/Padua Sister City Association.



Emilie Pugliano  
27 Thacher St.  
Boston, MA. 02113  
(617) 227-1510

**Occupation:**

- Executive Secretary, life long resident and property owner.

**Community Service and Affiliations:**

- President, North End/Waterfront Neighborhood Council.
- Member, Boston Waterfront Association.
- Member, C.A.N.D.O. Alliance, (Central Artery Coalition).
- Member, Boston Harborpark Commission.
- Member, State Democratic Ward 3 Committee.
- Member, North End/Waterfront Community Development Corporation.



Josephine Zizza  
14 Cleveland Place  
Boston, MA. 02113

**Occupation:**

- Retired lifelong resident and property owner.

**Community Service and Affiliations:**

- President of the North End Seniors.
- Member of the Advisory Board, of the North End Service Center, A.B.C.D.
- Sons of Italy, Lodge 208, Secretary.
- Member of the Advisory Board to the Boston Elders Commission
- Former Commissioner, Human Rights.
- Board Member to the Senior home Care, Title 3.
- Member, North End/ Waterfront Neighborhood Council.
- Member, North End/Waterfront Community Development Corporation.



WILLIAM GEORGE FERULLO

4 Charter Street  
Boston, Massachusetts 02113  
(617) 523-2805

PROFESSIONAL EXPERIENCE

Commonwealth of Massachusetts, Bureau of Special Investigations  
One Ashburton Place, Room 501, Boston, MA 02108

Present - Director  
May, 1984

May, 1984 - General Counsel  
May, 1979

May, 1979 - Suffolk County District Attorney's Office  
July, 1975 Pemberton Square, Boston, MA 02108

Assistant District Attorney

BAR ADMISSIONS

Massachusetts - December, 1973

United States Federal District Court (Massachusetts) - January, 1974  
United States Supreme Court - May, 1979

EDUCATION

Suffolk University Law School, Boston, Massachusetts  
J.D. 1973

Boston State College, Boston, Massachusetts  
B.S. in Education 1969

Boston Latin School, Boston, Massachusetts

MEMBERSHIPS

Massachusetts Bar Association  
Board of Directors, United Council on Welfare  
Fraud (National Welfare Fraud Association)  
Vice-Chairman, City of Boston, Democratic City  
Committee 84-86, 86-88, 88 to present  
Chairman, City of Boston, Ward Three Democratic  
Ward Committee 84-86, 86-88, 88 to present  
North End/Waterfront Neighborhood Council  
(Boston), Chairman, 1986, 1987  
Chairman, Land Use and Development Committee,  
1988 to present  
Boston Waterfront Neighborhood Association  
Chairman, Zoning Committee, 1989  
Sobriety, Treatment, Education and Prevention, Inc. (STEP),  
Chairman, Board of Directors, 1979-80  
Knights of Columbus, Ausonia Council #1413, Member



Patricia Tanso  
5 Tileston St.  
Boston, MA. 02113  
617-367-8409

Boston Community School

Nazzaro Recreation Center-Administrative Coordinator.  
Administration and security of facility,  
supervision and scheduling of staff, organization  
and implementation of program activities,  
preparing workplans and proposals, securing  
funding for programs, budget preparation and  
management, assist in forming an advisory board and  
development into a council.

Community Involvement:

Oyster harbor Caddy Camp.

"78-81" Cook-responsible for preparation and  
purchasing of food.

"83"-Sub-Caddy Director- operated a separate  
program for younger children -field trips, sports  
and crafts.

Travel Day Camp-Co-Director "82"

Field Trips-3 days a week, children 8 to 12 yrs.

Boxford Day Camp-Co-Director "82".

Arts and crafts instructor and assistant director.

Boards and Affiliations:

Police Athletic League, Board of Directors "88" to  
present.

North End Waterfront Neighborhood Council "86" to  
present.

North End Union Board of Directors "85" to present.

North End Health Center "80" to "83".

North End Athletic Association, Administrative and  
technical support.



Name: Mary Ann D'Amato  
Address: 13 Noyes Place  
Boston, MA 02113

Years of Residency: 27

Present Employment:  
Massachusetts General Hospital  
Projects Management Department  
Department Secretary

Married 2 children

Organizations:

North End/Waterfront Community Council  
Secretary 1985-1987  
Co-Chairmen Land Use Subcommittee 1988-1989  
Chairmen ReZoning Subcommittee 1988-1989

Nazzaro Center Advisory Board

Ward 3 Democratic Committee  
Vice Chairman 1988 to Present

North End/Waterfront Community Development Corp.  
Secretary 1985 to Present

Boston Waterfront Neighborhood Association

North End Hockey Association  
Secretary 1974-1980

St. John's PTA

North End Waterfront Task Force

North End Little League

Boston Latin School PTA

St. John's Women's Organization

St. John's Volunteer Association



APPENDIX E

SAMPLE MEMBERSHIP APPLICATION



North End/Waterfront Community Development Corporation  
Summary of Goals & Objectives

- 1) To promote and preserve affordable housing opportunities in the North End/Waterfront community.
- 2) To preserve the community and neighborhood character of the North End/Waterfront.
- 3) To promote and preserve the continuity of the Waterfront with the rest of the North End.

=====

North End/Waterfront Community Development Corporation  
Membership Application Form

I would like to become a member of the North End/ Waterfront CDC. I support the North End / Waterfront CDC's goals, as described above.

Name: \_\_\_\_\_ (please print)  
Street Address \_\_\_\_\_

Telephone \_\_\_\_\_

(check one of the following):

\$2.00 Membership fee enclosed

I am requesting a waiver of the \$2.00 membership fee for reasons of financial hardship.

Date of Application \_\_\_\_\_

Signature \_\_\_\_\_

Please send this form, postmarked no later than June 13, 1989, to: NE/W CDC, P.O.B. 117, Boston, MA 02113.

(To be eligible to vote for the Board of Directors, membership forms must be received two weeks before the first Annual Meeting of Members. This meeting is tentatively scheduled for Tuesday, June 27, 1989. Meeting place and time will be announced.)



## APPENDIX F

### SAMPLE OUTREACH LETTER TO COMMUNITY ORGANIZATIONS



# NORTH END WATERFRONT COMMUNITY DEVELOPMENT CORPORATION

P.O. BOX 117 • BOSTON, MA 02113

The following letter was sent to this list of organizations:

1. Knights of Columbus
2. North End/Waterfront Neighborhood Council
3. North End/West End Service Center
4. North End Union
5. North End Athletic Association
6. Boston Waterfront Association
7. North End Community Health Center/North End Nursing Home
8. Feast Societies
9. Senior Citizens Association
10. North End Civic League



Dear \_\_\_\_\_:

We know you are deeply concerned about the dwindling supply of affordable housing units; that you wish to protect the elderly; that you wish to give our young people an opportunity to remain in the community where they were born; that you want to protect the character of our neighborhood; and that you want to stop the adverse effect on our community when three and four-generation families are forced to relocate.

The North End/Waterfront Community Development Corporation is being formed and everyone's participation is vitally needed to increase the dwindling supply of affordable housing in our neighborhood for the elderly, for families, for young people and for those unable to pay the upscale condo prices. The time has come for us to turn the tide and take control because this is our only chance to prevent affordable housing from becoming a thing of the past. We can no longer sit back and wait for someone else to solve our problems. We, the residents of the North End/Waterfront, must act NOW.

Membership in the North End/Waterfront Community Development is open to all residents 18 years and over. Its activities will be directed by a Board of Directors composed of neighborhood residents and representatives of various social service and community groups. Everyone has an important and vital role to play. Everyone will have an equal voice in the planning and decision making of our future.

In that light, we are asking your organization to become a permanent member of our Board of Directors by appointing a member of your organization to serve on the Board of Directors. Your organization has a proven track record for working on the issues, for caring for the community and for taking



a leadership role. We know your organization has been involved in these issues for years. We want your organization to sit as a permanent member of the Board of Directors of the CDC to guide this effort. Please let us know by June 7 as to who will represent your organization on our Board of Directors.

Our message is simple. Please help, please become involved, please work with your neighbors and, above all, let us take that first giant step in letting it be known THAT IN THE NORTH END, WE TAKE CARE OF OUR OWN.

Sincerely yours,

Robert DelloRusso

Chairman, Steering Committee



## APPENDIX G

### NE/W CDC MEMBERSHIP LIST



JUNE 7, 1989  
 NORTH END/WATERFRONT COMMUNITY DEVELOPMENT CORPORATION LIST OF MEMBERS

1. Henry Anziolotti  
 66 North Margin St.  
 Boston, MA 02113
2. Maria Agrippino  
 375 Hanover St.  
 Boston, MA 02113
3. Robert Agrippino  
 375 Hanover St.  
 Boston, MA 02113
4. Thomas L. Arcadipane  
 1 Unity St.  
 Boston, MA 02113
5. Michael A. Annunziata  
 130 Endicott St. A.107  
 Boston, MA 02113
6. Joseph T. Arigo  
 11 Thatcher Court  
 P.O. Box 57  
 Boston, MA 02113
7. Rose Amato  
 130 Endicott St.  
 Boston, MA 02113
8. Glido Abbonizio  
 75 Charter St.  
 Boston, MA 02113
9. Mary C. Anta  
 356 Hanover St.  
 Boston, MA 02113
10. Filomena Aniello  
 198 Salem St.  
 Boston, MA 02113
11. Angelo Buonopane  
 3 Webster Pl.  
 Boston, MA 02113
12. Mary Baldusarri  
 60 Prince St.  
 Boston, MA 02113
13. Salvatore Bartolo  
 305 North St.  
 Boston, MA 02113
14. Antonelle Battersly  
 85 Fulton St.  
 Boston, MA 02113
15. Joseph J. Brogna  
 145 Commercial St.  
 Boston, MA 02109
16. Phyllis R. Brogna  
 145 Commercial St.  
 Boston, MA 02109
17. Lillian Beninati  
 27 Clark St.  
 Boston, MA 02113
18. Nancy Bonavita  
 145 Commercial St.  
 Boston, MA 02109
19. Linda Brown  
 26 Charter St.  
 Boston, MA 02113
20. Christine Barrasso  
 6 Baldwin Pl.  
 Boston, MA 02113
21. Emilia Berlandi  
 185 Fulton St.  
 Boston, MA 02113
22. Michael Bonavita  
 145 Commercial St.  
 Boston, MA 02109
23. Ann Canning  
 100 Endicott St.  
 Boston, MA 02113
24. Elmer Capodilupo  
 57 Hull St.  
 Boston, MA 02113
25. Phillip Carangelo  
 382 North St.  
 Boston, MA 02113
26. Laura Calia  
 147 Prince St.  
 Boston, MA 02113
27. Mary Ann C. Calia  
 147 Prince St.  
 Boston, MA 02113
28. Caroline Cintolo  
 31 N. Bennet St.  
 Boston, MA 02113
29. Rocco Chirichello  
 196 Endicott St.  
 Boston, MA 02113
30. Rose Consalvo  
 10 Hull St.  
 Boston, MA 02113
31. Nancy J. Caruso  
 100 Endicott St.  
 Boston, MA 02109
32. Mary Carey  
 110 Commercial St.  
 Boston, Ma 02113
33. Anthony H. Cataldo  
 17 Cooper St.  
 Boston, MA 02113
34. Dominic Capozzi  
 6 Cleveland P.  
 Boston, MA 02113
35. Louis N. Cavagnaro Jr.  
 154 Salem St.  
 Boston, MA 02113
36. Theresa Cappelio  
 144 Prince St.  
 Boston, MA 02113
37. Anthony Caso  
 9 Garden Ct. St.  
 Boston, MA 02113
38. Sandra Caso  
 9 Garden Ct. St.  
 Boston, MA 02113
39. Loreen Collins  
 294 Hanover St.  
 Boston, MA 02113
40. Anna Chiriciello  
 196 Endicott St.  
 Boston, MA 02113
41. Joseph A. Colarusso  
 29 Thacher St.  
 Boston, MA 02113
42. Janine Coppolo  
 172 Endicott St.  
 Boston, MA 02113
43. David Charlton  
 111 Atlantic Ave.  
 Boston, MA 02113
44. Phyllis Charlton  
 111 Atlantic Ave  
 Boston, MA 02113
45. Fred Carangelo  
 382 North St.  
 Boston, MA 02113
46. Dom Campochiaro  
 8 Cooper St.  
 Boston, MA 02113
47. Josephine Cardoza  
 9 Powers Ct.  
 Boston, MA 02113
48. Michele Cutone  
 22 Sheafe St.  
 Boston, MA 02113
49. Lorraine Cicero  
 188 North St.  
 Boston, Ma. 02113
50. Maria Cox  
 51 Charter St.  
 Boston, MA 02113
51. Rose Consalvo  
 10 Hull St.  
 Boston, MA 02113
52. Filomena Crugnale  
 15 Tileston St.  
 Boston, MA 02113
53. Maria Centofanti  
 185 Fulton St.  
 Boston, MA 02113
54. Nancy Crisostamo  
 145 Commercial St.  
 Boston, MA 02113
55. Elinor M. Collins  
 145 Commercial St.  
 Boston, MA 02109
56. Camille Contolo  
 185 Fulton St.  
 Boston, MA 02113
57. Jacqueline Cochrane  
 27 Thacher St.  
 Boston, MA 02113
58. Anthony Costanzo  
 117 North St.  
 Boston, MA 02113
59. Mary Contrado  
 9 Thacher Ct.  
 Boston, MA 02113
60. Ida Carrone  
 19 Thacher St.  
 Boston, MA 02113
61. Mary Curreri  
 145 Commercial St.  
 Boston, MA 02113
62. Mary Colantonio  
 130 Endicott St.  
 Boston, MA 02113
63. Elena Church  
 3 Wesley Place  
 Boston, MA 02113
64. Maria Centofanti  
 85 Endicott St.  
 Boston, MA 02113
65. Joseph Chiota  
 145 Commercial St.  
 Boston, Ma 02113



66. Virginia Casali  
387 Hanover St.  
Boston, MA 02113

67. Rose Cieri  
145 Commercial St.  
Boston, MA 02113

68. Irene Chiarucci  
99 Endicott St.  
Boston, MA 02113

69. Diana Cataloni  
31 Cooper St.  
Boston, MA 02113

70. Shirley Durgin  
3 Goodrich Ct.  
Boston, MA 02113

71. Daniel Durgin  
3 Goodrich Ct.  
Boston, MA 02113

72. Mary Ann D'Amato  
13 Noyes Pl.  
Boston, MA 02113

73. Vincent D'Amato  
13 Noyes Pl.  
Boston, MA 02113

74. Vincent DeNictolis  
4 Baldwin Place  
Boston, MA 02113

75. Anna Maria DiBenedetto  
47 North Margin St.  
Boston, MA 02113

76. Domenic DiCenso  
7 Lathrop Place  
Boston, MA 02113

77. Robert J. DelloRusso  
24 Fleet St.  
Boston, MA 02113

78. Marie DelloRusso  
24 Fleet St.  
Boston, MA 02113

79. Juliana DiGiustini  
146 Richmond St.  
Boston, MA 02113

80. Mary Dinosse  
21 Salutation St.  
Boston, MA 02113

81. Theresa D'Alelio  
22 Hull St.  
Boston, MA 02113

82. Maria DiCenzo  
34 Clark St.  
Boston, MA 02113

83. Ernesto DiCenzo  
34 Clark St.  
Boston, MA 02113

84. Romeo DiMascio  
48 N. Bennett St.  
Boston, MA 02113

85. Ada Doto  
145 Commercial St.  
Boston, MA 02113

86. Mary DiPalio  
145 Commercial St.  
Boston, MA 02113

87. Antonetta A. DiGiustini  
146 Richmond St.  
Boston, MA 02113

88. Gregg Detwiller  
376 Commercial St. #6E  
Boston, MA 02109

89. Sheila DiPrizio  
75 Endicott St.  
Boston, MA 02113

90. Antonio DeSimone  
185 Fulton St.  
Boston, MA 02113

91. Jennie DiStefano  
145 Commercial St.  
Boston, MA 02113

92. Elizabeth Dambrasio  
185 Endicott St.  
Boston, MA 02113

93. Jean E. Dettorre  
3 Snow Hill St.  
Boston, MA 02113

94. John C. DeSimone  
105 Prince St.  
Boston, MA 02113

95. Santa DeVito  
138 Prince St.  
Boston, MA 02113

96. Frances DiMino  
16 Foster St.  
Boston, MA 02113

97. Angela DeCarollo  
452 Hanover St.  
Boston, MA 02113

98. Caroline Esposito  
15 Hanover St.  
Boston, MA 02113

99. Matilde Ferullo  
369 Hanover St.  
Boston, MA 02113

100. Matilde Ferullo  
69 Prince St.  
Boston, MA 02113

101. Louise Finno  
4 Hanover St.  
Boston, MA 02113

102. Lee Fucci  
250 Cambridge St. #305  
Boston, MA 02113

103. Nellie Ferrante  
34 Clark St.  
Boston, MA 02113

104. Matilda Ferullo  
369 Hanover St.  
Boston, MA 02113

105. Christopher Fincham  
85 East India Row Apt 16C  
Boston, MA 02110

106. Bianca Battean Fincham  
85 East India Row Apt 16C  
Boston, MA 02110

107. Josephine Fumari  
8 Hull Street  
Boston, MA 02113

108. Susan Finch  
21 Charter St.  
Boston, MA 02113

109. Madeline Ferrara  
5 Tileston Place  
Boston, MA 02113

110. Barbara Forzata  
27 Cleveland Place  
Boston, MA 02113

111. William Finch  
21 Charter St.  
Boston, MA 02113

112. Robert Frasca  
29 Tileston St.  
Boston, MA 02113

113. Anna Frustraglia  
69 Prince St.  
Boston, MA 02113

114. Margaret Freeman  
5 Bakers Alley  
Boston, MA 02113

115. Sarah G. Favuzza  
261 Hanover St.  
Boston, MA 02113

116. Marguerite A. Ferullo  
4 Charter St.  
Boston, MA 02113

117. William G. Ferullo  
4 Charter St.  
Boston, MA 02113

118. Lyn Gleason  
111 Salem St.  
Boston, MA 02113

119. Geraldine Giacalone  
28 Prince St.  
Boston, MA 02113

120. Steven A. Giorgio  
69 Salem St.  
Boston, MA 02113

121. Patricia Gauthier  
23 Margaret St.  
Boston, MA 02113

122. Armando N. Galvao  
349 Hanover St.  
Boston, MA 02113

123. Giuseppina Guarino  
114 Prince St.  
Boston, MA 02113

124. Antonio Grugnale  
15 Tileston St.  
Boston, MA 02113

125. Louise Grieco  
7 Baldwin Place  
Boston, MA 02113

126. Angelina Giuliano  
145 Commercial St.  
Boston, MA 02113

127. Josephine Genazzzi  
145 Commercial St.  
Boston, MA 02113

128. Maria Gesualdi  
39 Cooper St.  
Boston, MA 02113

129. Liisa Gianelly  
90 Salem St.  
Boston, MA 02113

130. Michele Guarino  
114 Prince St.  
Boston, MA 02113

131. Melinda A. Gioia  
124 Prince St.  
Boston, MA 02113



132. Craig Hughes  
343 Hanover ST.  
Boston, MA 02113

133. Virginia T. Iovanna  
145 Commercial St.  
Boston, MA 02113

134. Julia Interrante  
Lincoln Wharf #015  
Boston, MA 02109

135. Mary B. Juddkins  
P.O. Box 8623  
Boston, MA 02113

136. Jane Kadlubkiewicz  
343 Hanover St.  
Boston, MA 02113

137. Vincent LaBella Jr.  
27 Clark St.  
Boston, MA 02113

138. Maria Lisi  
3 Garden Ct. St.  
Boston, MA 02113

139. Anita L. LaRocca  
46 N. Bennet St.  
Boston, MA 02113

140. David Lutes  
4 N. Bennet Ct. #7  
Boston, MA 02113

141. Francesca Lauro  
260 North Square  
Boston, MA 02113

142. Louise Lacolla  
3 Garden Ct. St.  
Boston, MA 02113

143. Philip A. Lacolla  
3 Garden Ct. St.  
Boston, MA 02113

144. Antonia Luzzo  
499 Hanover St.  
Boston, MA 02113

145. Susan Limongelli  
130 Endicott St.  
Boston, MA 02113

146. Josephine Lepore  
145 Commercial St.  
Boston, MA 02113

147. Susan LaBella  
145 Commercial St.  
Boston, MA 02113

148. Joseph LaFauci  
145 Endicott St.  
Boston, MA 02113

149. Dorothy McCabey  
15 Tileston St.  
Boston, MA 02113

150. Mary Marino  
464 Commercial St.  
Boston, MA 02113

151. Helen Malignaro  
450 Commercial St.  
Boston, MA 02113

152. Edith S. Maffei  
145 Commercial St.  
Boston, MA 02113

153. Doreen Merola  
15 Noyes Place  
Boston, MA 02113

154. Warren Mustacchio  
28 Clark St.  
Boston, MA 02113

155. Helen Malvarosa  
22 Fleet St.  
Boston, MA 02113

156. John Mirabella  
190 Salem St.  
Boston, MA 02113

157. Lynn Mustian  
65 E. India Row 16H  
Boston, MA 02113

158. Salvatore Maraschielo  
9 Thacher St.  
Boston, MA 02113

159. Colette Manoil  
63 Atlantic Ave  
Boston, MA 02110

160. Dan V. Nearing  
4 N. Bennet Ct.  
Boston, MA 02113

161. Michael A. Nazzaro Jr.  
267 Hanover St.  
Boston, MA 02113

162. Rose Napoli  
145 Commercial St.  
Boston, MA 02113

163. Robert O'Brien  
1 Devonshire Place  
Boston, MA 02109

164. Marguerite Pezza  
11 Bartlett Place  
Boston, MA 02113

165. Maria Pagliuca  
357 Hanover St.  
Boston, MA 02113

166. Emanula Polcaro  
26 Cooper St.  
Boston, MA 02113

167. Ettia Pericotti  
185 Fulton St.  
Boston, MA 02113

168. Catherine Pacella  
85 Fulton St.  
Boston, MA 02113

169. Sarah Piali  
168 Endicott St.  
Boston, MA 02113

170. Vincenzo Parisi  
185 Fulton St.  
Boston, MA 02113

171. Jill Pasto  
3 Jackson Ave.  
Boston, MA 02113

172. Rose Pesce  
199 Salem St.  
Boston, MA 02113

173. Aurora Parisi  
3 Lewis St.  
Boston, MA 02113

174. Ada Poto  
145 Commercial St.  
Boston, MA 02109

175. Nicholas J. Palermo  
145 Commercial St.  
Boston, MA 02113

176. Anne M. Peracchi  
145 Commercial St.  
Boston, MA 02113

177. Rita Pagliuca  
99 Fulton St.  
Boston, MA 02113

178. Teresa Palermo  
20 Henchmen St.  
Boston, MA 02113

179. Emilie Pugliano  
27 Thacher St.  
Boston, MA 02113

180. John Pedone  
28 Fleet St.  
Boston, MA 02113

181. Domenic A Piso  
60 N. Margin St.  
Boston, MA 02113

182. Richard P. Pantaliere  
1 Fairfield Place  
Boston, MA 02113

183. Josephine Pennachio  
144 Prince St.  
Boston, MA 02113

184. Vito P-trina  
385 Hanover St.  
Boston, MA 02113

185. Louise Petrigno  
36 Hull St.  
Boston, MA 02113

186. Joseph Petrigno  
1 Wiget St.  
Boston, MA 02113

187. Julia Marie Pio  
142 Prince St.  
Boston, MA 02113

188. Helen Rossetti  
148 Prince St.  
Boston, MA 02113

189. Mary Rossetti  
142 Prince St.  
Boston, MA 02113

190. Tim Remy  
224 Hanover St.  
Boston, MA 02113

191. Barbara Roberts  
120 Fulton St.  
Boston, MA 02113

192. Lorraine Rizzo  
46 Cooper St.  
Boston, MA 02113

193. Pasquale Regnetta  
46 Cooper St.  
Boston, MA 02113

194. Sarah Regnetta  
46 Cooper St.  
Boston, MA 02113

195. Antoinette Ribeiro  
145 Commercial St.  
Boston, MA 02113

196. Tara Rendon  
90 Salem St.  
Boston, MA 02113



197. Rick Rendon	210. Lillian Sabella	223. Marie Salvati	236. Ida Tucanni	249. Donna Valarese
90 Salem St.	145 Commercial St.	111 Atlantic Ave	145 Commercial St.	150 Salem St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
198. Catherine Ragusa	211. Mary Ellen Shea	224. Mary Santoro	237. Leona Vanella	250. Mary Ann Valarese
145 Commercial St.	124 Prince St. #6	145 Commercial St.	1 Unity Ct.	150 Salem St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
199. Esther R. Risso	212. Joe Savage	225. Michael Sonenshine	238. Umberto Volpe	251. Beth White
62 N. Margin St.	27 Thacher St.	65 Charter St.	324 Hanover St.	4 N. Bennet Ct. #2
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
200. Suzanne Robertson	213. Gustina Sinopoli	226. Paul F. Scanlon	239. Rosa Volpe	252. Minnie Webb
21 Moon St.	6 Lathrop Pl.	65 Fulton St.	20 Hanover Ave	84 Endicott St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
201. Claire Rocco	214. Caroline Storella	227. Joseph Sgarano	240. Pat Vendetto	253. Laura Zannini
62 N. Margin St.	145 Commercial St.	13 Wiget St.	197 Salem St.	185 Fulton St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
202. David Riccio	215. Anthony J. Storella	228. Marie Scapicchio	241. Anthony Vivolo	254. Nancy Alfieri
294 Hanover St.	145 Commercial St.	19 Harris St.	130 Endicott St.	51 Sroonhill St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
203. Sue Rossi	216. Elena Stagno	229. Carl J. Salvi Jr.	242. Mary Visconti	255. Phyliiss Andreottola
3 Wesley Place	145 Commercial St.	224 Hanover St.	3 Baldwin Place	94 Prince St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
204. Josephine Piccadaci	217. Frank Saviano	230. Patricia Tanso	243. Victoria Venuti	256. Josephine Cassano
29 Charter St.	21 Moon St.	5 Tileston Place	145 Commercial St.	94 Prince St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113
205. Ignazio Ragusa	218. Abbonizio Sebastiani	231. Angela Tanso	244. Grace Visconti	257. Domenic DeMarco
145 Commercial St.	75 Charter St.	5 Tileston Place	145 Commercial St.	16 Unity St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02110	Boston, MA 02113
206. Jesse Ribeiro	219. Antonio Susi	232. Rose Toscano	245. Louie Visconti	258. Lulla DiRienzo
145 Commercial St.	430 Hanover St.	111 Atlantic Ave	145 Commercial St.	145 Commercial St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02110	Boston, MA 02110	Boston, MA 02113
207. Emma Sansavero	220. Normand Smith	233. Rose Tomasone	246. Anthony R. Vaccaro	259. Veneranda DiDonato
419 Hanover St.	63 Atlantic Ave	145 Commercial St.	47 Charter St.	113 Salem St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02110	Boston, MA 02113	Boston, MA 02113
208. Margaret Salino	221. Stephanie M. Savini	234. Michael G. Tucker	247. Fred Vita	260. Ann DeMarco
1 Powers Ct.	25 Tilestone St.	111 Atlantic Ave S.211	196 Endicott St.	16 Unity St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02110	Boston, MA 02113	Boston, MA 02113
209. Margherite L. Summers	222. Marjorie E. Sarzana	235. Angelo Tomasone	248. Carmella Vita	261. Ann Lopiccolo
82 Salem St.	61 Prince St.	145 Commercial St.	196 Endicott St.	145 Commercial St.
Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113	Boston, MA 02113



262. Dorothy Mignosa  
185 Fulton St.  
Boston, MA 02113

263. Fran Marino  
145 Commercial St.  
Boston, MA 02110

264. Edith Moschella  
5 Snellhill St.  
Boston, MA 02113

265. Peter P. Pesce  
198 Salem St.  
Boston, MA 02113

266. Francis Parisi  
342 Hanover St.  
Boston, MA 02113

267. Phyllis Passero  
152 Salem St.  
Boston, MA 02113

268. T. Ruggeri  
271 North St.  
Boston, MA 02113

269. Vittorio Rulli  
1 Holden Ct.  
Boston, MA 02113

270. Jennie Russo  
97 Endicott St.  
Boston, MA 02113

271. Mario Russo  
97 Endicott St.  
Boston, MA 02113

272. Rose Russo  
9 Garden Ct. St.  
Boston, MA 02113

273. Josephine Trodella  
31 Thatcher St.  
Boston, MA 02113

274. Joseph Ferullo  
145 Commercial St.  
Boston, MA 02110

275. Lucy Ferullo  
145 Commercial St.  
Boston, MA 02110



**APPENDIX H**

**LETTERS OF COMMUNITY SUPPORT**



NORTH END SENIORS

Nazzaro Center  
30 North Bennet Street  
Boston, Massachusetts 02113  
Telephone: 523-8045

June 2, 1989

Mr. Robert Dello Russo, President  
North End/Waterfront Community Development Corporation  
24 Fleet Street  
Boston, Massachusetts 02113

Dear Mr. Dello Russo:—

In response to your recent letter inviting our organization to become a member of the Board of Directors of the CDC, I am happy to report that our organization VOTED UNANIMOUSLY IN FAVOR of becoming a member of the governing body of this CDC.

Our organization is only too familiar with the dwindling supply of affordable housing in our neighborhood. Many of our members have been displaced by the rising rents and they know only too well that their children and grandchildren have had to leave the neighborhood where they were born. Not only have their children been deprived of a chance to stay in the neighborhood, but many of our members no longer have their loved ones around them to help with food shopping, to take care of them when they become ill and to provide the extended family which is so beneficial to their well being.

We congratulate you for working towards this common goal and we are honored that you have given us, in our lifetime, the opportunity to be a part of a unified community-based organization: I shall be the representative to your organization for the North End Seniors and, in my absence, Mrs. Theresa Palermo, Vice President will be the representative.

Sincerely yours,

  
Josephine Zizza  
President





**NORTH END/WEST END  
NEIGHBORHOOD SERVICE CENTER**

11 Tileston St.  
Boston, MA 02113

June 1, 1989

Mr. Robert Dello Russo  
Chairman, Steering Committee  
North End/Waterfront Community Development Corporation  
P. O. Box 117  
Boston, Massachusetts 02113

Dear Mr. Dello Russo:

In reply to your letter dated May 24, 1989 asking the North End/West End Neighborhood Service Center to become a permanent member of your Board of Directors, the Advisory Board and Administration of this organization would like to give their full support to this cause.

We as a non profit organization, having serviced the low and moderate income people of these communities for over 25 years, have always been committed to helping the residents by protecting their rights and advocating for them on issues regarding affordable housing and in trying to secure for each person, young and old, a rightful place within their own neighborhood. We would like to also protect the character of this neighborhood; and stop the adverse effect of this community.

The North End/West End NSC and its Advisory Board, accept your request and will appoint a member of this organization to serve on the Board of Directors of the CDC.

The bilingual staff of this organization is actively advocating for this cause by distributing membership applications to as many residents as possible in order to ensure strong support.

For your information, we would like to advise the CDC that we have recently hired Nina Kallen, a housing specialist, to handle these housing related problems.

If we can be of further help to your organization please feel free to contact us at 523-8125.

Sincerely,

A handwritten signature in black ink, appearing to read "Lia Tota".

Lia Tota  
Executive Director  
for The North End/West End NSC  
Advisory Board



NORTH END CIVIC LEAGUE  
460 Commercial St.  
Boston, MA. 02113

Robert Dello Russo, Chairman.  
North End/Waterfront Community Development Corporation.  
P.O. Box 117  
Boston, MA. 02113

Dear Mr. Chairman:

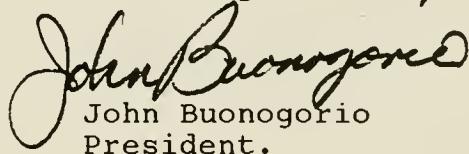
The North End Civic League is honored to participate as a permanent member of your board of directors.

We have strived, since 1930 to be a unified voice, representing the people of the North End community. The Civic League has been involved with many issues concerning our community and for years affordable housing for our residents has been a priority.

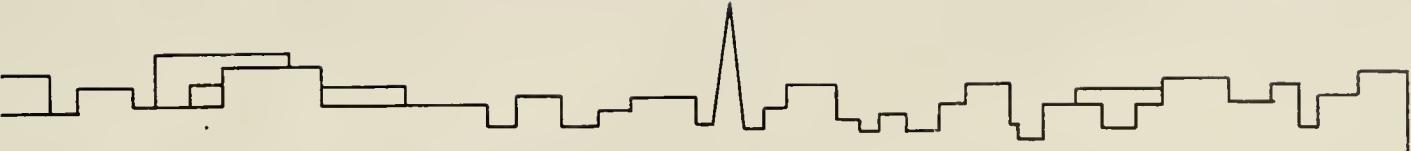
Our organization is willing to participate and become an active force to promote and maintain affordable housing in our community. We support the goals of the CDC and our organization will be at your disposal any assistance you need.

Again we are proud to be a part of the CDC and working together we can combat the need for affordable housing in our area.

Sincerely,

  
John Buonogorio  
President.





# North End / Waterfront Neighborhood Council

June 6, 1989

Mr. Robert DelloRusso, President  
North End/Waterfront Community Development Corporation  
24 Fleet Street  
Boston, Massachusetts 02113

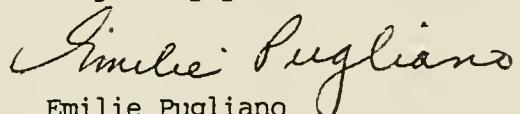
Dear Mr. DelloRusso:

In response to your recent letter inviting the Council to become a member of your Board of Directors, please be advised that we **VOTED UNANIMOUSLY** to join you in this effort to bring about affordable housing in our community.

There was a great deal of interest in your goals and we were quite impressed with your presentation. We feel the CDC can become an extension of, and bring to fruition, the work we have begun in building a strong and cohesive neighborhood and that such a mechanism, when in place, will have long range and positive ramifications for the future.

**YOUR GOALS AND MISSION ARE OUR GOALS AND MISSION;** therefore, we are interested and willing to work with you.

Very truly yours,



Emilie Pugliano  
President



North End Athletic Association  
Dominic Campochiaro, Chairman.  
North Bennett St.  
Boston, MA. 02113

North End/Waterfront Community Development Corporation.  
Robert J. Dello Russo, Chairman.  
P.O.Box 117  
Boston, MA. 02113

Dear Mr. Dello Russo:

The North End Athletic Association received your invitation to participate as a permanent member of the Board of Directors to the C.D.C.

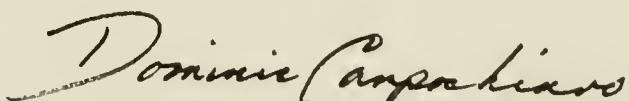
The N.E.A.A. for years has concerned itself with the youth of the area, organizing programs to motivate young people and grooming them to become better citizens. The last decade has made a severe impact in our programs because of the lack of affordable housing for our residents causing many of them to leave the area and raise families outside the North End.

Our experience has shown that the lack of affordable housing is the major cause of this flight from the neighborhood, which is the reason for our dwindling numbers.

Participating in a cause that would allow our young people to live and raise a family is one that we would wish to promote, expand and continue.

Please accept our full support for this worthwhile endeavor, I hope to hear from you soon.

Sincerely,

  
Dominic Campochiaro  
Chairman.



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